TOOL SUITE 3
WOMEN AND COMMUNITY ENGAGEMENT

Tools to help companies improve their community and user engagement strategies and social license to operate by attending to the different needs of male and female community members and users

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APPLICABLE IFC PERFORMANCE STANDARDS

PERFORMANCE STANDARD 2. Labor and Working Conditions

This standard establishes the importance of (i) integrated assessment to identify the environmental and social impacts, risks, and opportunities of projects; (ii) effective community engagement through disclosure of project- related information and consultation with local communities on matters that directly affect them; and (iii) the client's management of environmental and social performance throughout the life of the project. It outlines the importance of stakeholder engagement, consultations, and grievance mechanisms for affected communities. PS1 also underscores the importance of a gender-responsive approach throughout the project lifecycle when analyzing project risks, impacts, and opportunities, including steps such as diagnostics, management of environmental and social risks, participatory processes, and stakeholder analysis.

PERFORMANCE STANDARD 4. Community Health, Safety, and Security

This standard recognizes that business activities and infrastructure projects may expose local communities to increased risks and adverse impacts related to worksite accidents, hazardous materials, spread of diseases, or interactions with private security personnel. PS4 helps companies adopt responsible practices to reduce such risks, including through emergency preparedness and response, security force management, and design safety measures. Women, as a subset of the affected community, can face differential risk—arising, for instance, from health issues or gender-based violence. The risks to affected communities as outlined in PS4 (emergency preparedness and response, hazardous materials, security personnel, etc.) should be assessed and mitigated for gender-differentiated impacts during project design and implementation.

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PERFORMANCE STANDARD 5. Land Acquisition and Involuntary Resettlement

This standard recognizes that when companies seek to acquire land for their business activities, it can lead to relocation and loss of shelter or livelihoods for communities or individual households.[1] Involuntary resettlement occurs when affected people do not have the right to refuse land acquisition[2] and are displaced, which may result in long-term hardship and impoverishment as well as social stress. PS5 advises companies to avoid involuntary resettlement wherever possible and to minimize its impact on those displaced through mitigation measures such as fair compensation and improvements to living conditions. Active community engagement throughout the process is essential. PS5 discusses how targeted measures are generally required to ensure that women's perspectives are obtained and that their interests are factored into all aspects of resettlement planning and implementation, particularly with respect to compensation and benefits.

PERFORMANCE STANDARD 7. Indigenous Peoples

This standard seeks to ensure that business activities minimize negative impacts, foster respect for human rights, dignity, and the culture of indigenous populations, and promote development benefits in culturally appropriate ways. Informed consultation and participation with indigenous peoples throughout the project process is a core requirement and may include Free, Prior, and Informed Consent under certain circumstances. It also mandates that the assessment of land and natural resource use should be gender-inclusive and specifically consider women's role in the management and use of these resources.

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[1] The term "livelihood" refers to the full range of means that individuals, families, and communities utilize to make a living, such as wage-based income, agriculture, fishing, foraging, other natural resource-based livelihoods, petty trade, and bartering. (IFC Performance Standard 5)

[2] Land acquisition includes both outright purchases of property and acquisition of access rights, such as easements or rights of way. (IFC Performance Standard 5)

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OVERVIEW: Women and Community Engagement in Infrastructure Operations

Because infrastructure operations can cause major changes—both positive and negative—to surrounding communities, both company and community are best served by a constructive working relationship. This *social license to operate*—"a community's perceptions of the acceptability of a company and its local operations"[3]—is essential to smooth operations.[4] Additionally, the community near an operation—depending on the type of infrastructure project—is made up of potential users or consumers of the service offered. Having the community's trust as well as understanding its needs will ensure the highest chances of gaining not just the community's acceptance of the project, but also its business.

> **Having the community's trust** as well as understanding its needs will ensure the **highest chances of gaining its business.**

When a company fails to obtain social license, community opposition can ensue. This could lead to protests and other interruptions that may increase project timelines and costs and affect company reputation and stock price. Conversely, the consultation and collaboration required to obtain and maintain social license can create opportunities for companies and communities to work together, which can boost the potential for positive benefits for both groups and increase community usage of the infrastructure (such as transport systems or water and energy infrastructure). Effective community engagement and development programs are key. Increasingly, companies are investing considerable resources into in-depth community assessments as well as community development strategies and activities.

Social license implies the acceptance of the community as a whole. However, men and women often have different experiences with and perceptions of infrastructure projects, informed by their different daily lives, needs, and risks. Often, the benefits and risks from these projects are unequally distributed between men and women. Women, due to their often higher social and economic vulnerability, frequently suffer greater negative environmental, economic, and social impacts from infrastructure development than men, with reduced access to benefits, consultations, and compensation.

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[3] Thomas Boutilier and Ian Thomson, "Modelling and Measuring the Social License to Operate: Fruits of a Dialogue between Theory and Practice," Social License, 2011. 2.

[4] Rory Pike, Social License to Operate: The Relevance of Social License to Operate for Mining Companies, New York: Schroders, 2012.

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OVERVIEW

Women play important roles in every community. Their buy-in and support is critical to sustained social license to operate. Working constructively with women throughout the community engagement process is important to ensure that community benefits are equitably distributed, and that the infrastructure's design and operation is informed by a diverse group of community members to facilitate its usability and accessibility. It also helps catalyze broader community benefits and ultimately yields positive impacts on company bottom lines.

Working constructively with women throughout the community engagement process is important to ensure that community benefits are equitably distributed, and that the infrastructure's design and operation is informed by a diverse group of community members to facilitate its usability and accessibility.

Social license can be fleeting. Risks, perceptions, and trust must be managed and maintained over time. Continued communication and engagement with women and men in surrounding communities is key, and companies should pay attention to potential changes in attitudes and perceptions toward a project over time.

This Tool Suite identifies the ways in which men and women can be impacted differently by infrastructure projects. It shows how efforts to understand and address the needs and interests of both men and women can help stretch community investment dollars further for greater impact while enabling longer lasting and more robust social license, as well as helping companies better understand how to adequately meet the needs of community members as users.

Ensuring that both men and women are equitably involved in community consultations, negotiations, and benefit sharing is of such critical importance that it is a key tenet of IFC's Environmental and Social Performance Standards. These standards define IFC clients' responsibilities for managing environmental and social risks and help ensure that all IFC-supported projects assess and minimize risk to communities and develop effective social license. The Equator Principles, designed around the IFC Performance Standards and used by many global financial institutions, apply these principles to project finance. The importance of gender-equitable community engagement strategies and grievance mechanisms is highlighted specifically in Performance Standard 1, as well as throughout all of IFC's Performance Standards and the Equator Principles.

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OVERVIEW

Gender Dimensions of Infrastructure Project Impacts

In many communities, men and women have distinct roles and responsibilities, which can mean that men and women may be affected differently by infrastructure projects. Potential impacts can differ by sector, as well as by regional, country, and local dynamics. Additionally, different phases of a project can come with their own risks and impacts. For example, construction, operation, and closure have their own unique risks, while in energy projects generation, transmission, and distribution can have different impacts. Below are examples of local impacts that can be generated by infrastructure projects:

- **Changes in the local economy:** Infrastructure projects can lead to the creation of new formal and informal jobs in a community, which may mean an economic shift from a subsistence to cash-based economy (especially in rural areas) and/or an influx of job seekers, who, due to the nature of the work, may be primarily male. Along with the potential land use changes brought about by an infrastructure project, this economic shift can reduce the prevalence and importance of subsistence roles and increase the importance of cash incomes. In communities in which women perform the majority of subsistence labor and men may be more likely to be hired for cash-generating work, this can prolong women's economic dependence on men. This change to a cash economy has been known to change spending patterns among male earners; for example, by increasing the portion of household income spent on alcohol and sex workers.

- **Changes in the economy of the "sending communities"** (external or distant communities that are the source of male workers on the project): Especially in rural areas, when men leave to pursue employment elsewhere, women may suffer economic hardship because of issues such as legal barriers to land ownership.

- **Unequal employment opportunities:** Due to discrimination, systemic lack of access to education and training, or cultural barriers that inhibit their engagement, women often do not have the same required training and employment opportunities in infrastructure projects that men find. In addition, workplaces may not accommodate the needs of women, who often bear the primary responsibility for raising children. For example, the company might not offer flexible schedules, family leave policies, or childcare support.

- **Social and health problems, including domestic and gender-based violence:** The influx of a predominantly male workforce and increased access to cash income in project-affected communities can lead to higher rates of alcohol abuse, gender-based violence, prostitution, teen pregnancy (and the drop out of girls from school), and sexually transmitted infections. In cases where women are able to obtain cash employment from infrastructure projects, they may be subject to increased gender-based violence at home because of shifts in gender roles and domestic power structures, or in the workplace if male employees are not sensitized to working with female colleagues.[5]

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- **Environmental degradation:** In many rural communities, women often have the primary responsibility for collecting water and food for the family. Negative environmental impacts from infrastructure projects could decrease the availability of clean water, wood, fuel, forest products, and agricultural land, which means women must walk longer distances to access these resources, deepening their time poverty[6] and increasing the risk of gender-based violence.

The list above outlines potential risks and vulnerabilities from infrastructure operations faced by women. In addition, women are often left out of key mechanisms for mitigating risks and creating benefits. This exclusion can occur in several ways:

- **Omission or limited access to consultation processes:** Women are often left out of formal community consultations, which can diminish their ability to actively participate in discussion and debate. This can be due to cultural factors (such as men assuming leadership roles or women not being comfortable or permitted to speak up in front of men), scheduling constraints (community meetings and consultations occurring when women are occupied with domestic responsibilities), or other factors. In addition, consultations are often held with heads of households or property owners, and women tend to be underrepresented in these groups. Women may lack access to information shared in such consultations, so they may not have opportunities to voice their opinions and concerns.

- **Unfair distribution of royalties and livelihood restoration opportunities:** Men or male heads of households might receive compensation on behalf of their families, but these funds might not reach the women family members, potentially perpetuating their economic dependence on men. Since women often are not the legal owners of land or property they occupy or use and typically have different economic roles than men, livelihood restoration and resettlement programs risk overlooking women's roles and needs, and therefore, often those of children. The result is that women and children could end up more vulnerable than they were before the project.

> Since women often are not the legal owners of land or property they occupy or use and typically have different economic roles than men, **livelihood restoration and resettlement programs risk overlooking women's roles and needs**, and therefore, often those of children.

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[5] For more details on how to identify and mitigate this risk, see IFC's handbook on managing influx: *Projects and People: A Handbook for Addressing Project-Induced In-Migration*, Washington, DC: IFC, September 2009, and the World Bank's "Uganda - Transport Sector Development Project: additional financing - lessons learned and agenda for action," November 11, 2016.

[6] Defined as working long hours with no other options while remaining cash poor. For more, see the glossary of terms.

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When women are left out of a company's community engagement activities, and their interests, needs, and risks are not taken into account during project planning and development, the project risks perpetuating or even increasing negative health and safety risks such as:

- **Time poverty, work, and education:** Where women have to delay water collection or use of sanitation facilities or cannot use transport systems because of safety or other concerns, this can impede their daily activities, such as household duties or school attendance, and can be physically and psychologically damaging.

- **Waterborne diseases and gender-based violence:** Inadequate water and sanitation can lead to waterborne diseases that affect health and productivity, limiting women's availability to take part in productive and/or income-generating activities. Needing to go outside to collect water or use sanitation facilities also leaves women disproportionately at risk of violence.

- **Safety and gender-based violence:** Urban centers can be hubs of opportunity but can also pose significant risk of violence to women as municipal service users. Rapid urbanization has been linked to increased violence against women service users in transport, public markets, parks, and bathrooms.

The Business Case for Gender-Equitable Community Consultations

Including women in community assessments, consultations, benefit sharing, and activities can help build social license, increase usage of infrastructure, and ensure that community investments are constructive and sustainable. Moreover, engaging with women and vulnerable groups as part of community consultations is a requirement of obtaining financing from various investors, including IFC.[7]

Strengthening Community Support for Operations

As noted above, the experiences of men and women as they relate to infrastructure projects are often not the same. As a result, male and female community members may not offer the same level of support for or opposition to a project.

Women who are satisfied with a company's development impact have been known to play a constructive role in reducing conflicts. Conversely, women who are dissatisfied with the consultation process or proposed development impact of infrastructure projects have been known to oppose project development and lead resistance movements. Local women's NGOs in recent years have forged regional and international alliances to resist infrastructure and natural resources projects and are becoming a more confident and organized voice that should not be disregarded.

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7   For more, see IFC Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts.

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It is also important to note that some communities are home to matriarchal or matrilineal societies, meaning that companies with projects in such locations must pay special attention to the unique roles of women. In local communities, women often have a powerful voice in decision making. Failure to acknowledge this voice or to include women in formal settings can prove costly for companies.

Women's Participation in Consultations Enhances Efficiency

Ensuring women's full participation can make the consultation process more efficient. A gender impact assessment conducted for a road project in Peru found that women's participation in consultations increased project efficiency, transparency, and quality.[8] The company gave women the opportunity to express their transport needs in participatory workshops. Largely due to these consultations with women, 3,465 kilometers of non-motorized tracks were refurbished, connecting previously isolated communities to markets and services and increasing the economic rate of return of the project. The gender impact assessment also found that 77% of women traveled more frequently and 65% felt they traveled more safely.

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Even in communities where men have more visible decision-making power or infrastructure jobs and may be more visibly engaged with the operators, women often play an important behind-the-scenes role in making or moderating community decisions about project approval, strikes, or other collective action. In some communities, men may be the "face" of the negotiations with a company but may consult with their wives before coming to a decision—or they may consult with their wives afterwards and end up having to come back to the company with new feedback, causing delays that could have been prevented if women had been included in consultations from the beginning.

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8   World Bank, The Challenges of Enhancing Women's Mobility: Examples from Road Rehabilitation Projects in Timor Leste and Kiribati, 2015

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Women's Participation in Consultations Increases User Engagement and Consumer Demand

As mentioned above, women and men have different day-to-day experiences and needs, and this has an impact on the way they can engage with and use infrastructure and services. Ensuring that women attend and participate in consultations and studies that inform the design of the infrastructure itself, and not just community programs and community engagement, will allow the company to develop a product or service that has the highest potential user uptake. In fact, ensuring that an infrastructure project best meets the needs of its wide variety of potential users is nothing new—it is really just human-centered design.

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Additionally, women and men often have different preferences or obstacles with regards to paying for products or services. Taking into account the financial capacity and needs of women can help companies create affordable and practical tariff structures for users (such as allowing users to make smaller and more frequent payments in locations closer to home, and/or use payment methods such as mobile money or smartphone apps).

Infrastructure operations may have varying levels of usage from community members immediately surrounding the project. While the project's impact may extend far beyond the immediate area, not making a point to understand and target the most local of potential users leaves potential profit untapped and key relationships undeveloped.

Improving Sustainability through Inclusive Community Engagement

Research shows that consulting with women and men about community needs and investment priorities can lead to better outcomes. For instance, a study by Elizabeth King and Andrew Mason found that men and women often have different priorities for community investment: when women are consulted about their community's needs, they most often request vital programs or infrastructure related to health, education, and safety, whereas men are more inclined to ask for large infrastructure projects that may not meet the immediate and basic needs of the population.

Including both perspectives can help ensure both upfront community satisfaction and investments that support longer-term development as well as attract both male and female customers and users. Where communities are invested in helping companies meet sustainable development objectives, gender-equitable consultations can help ensure that community investment budgets support these goals.

The global evidence also shows that investing in women contributes to better family and community outcomes, in addition to the fact that the inclusion of diverse perspectives expands the range of viable options for community development and user engagement. "Societies with large, persistent gender inequalities pay the price of more poverty, more malnutrition, more illness, and more deprivations of other kinds," King and Mason note.[9]

By contrast, studies also show that in developing countries, women invest a significantly higher percentage of their income into their families relative to men. When societies have more gender equality, poverty is reduced and economies grow.[10] Companies that want to do measurable good in affected communities—which can itself help foster social license—need to ensure that both men and women benefit from community initiatives. Working with both men and women can help support this goal. For companies interested in contributing to sustainable and inclusive development in addition to building social license, an inclusive community engagement strategy is key.

> Companies that want to do measurable good in affected communities need to ensure that both men and women benefit from community initiatives. **Working with both men and women can help support this goal.**

Responding to Investor Concerns

Shareholders and investors are becoming increasingly aware of the importance of a positive relationship between infrastructure companies and affected communities, including the significance of community women as key actors. Given the range of issues that some companies have faced involving women's rights—including serious cases of widespread violence against women—shareholders are beginning to pay more attention to the extent of companies' gender-related due diligence.

Companies that can demonstrate a constructive and collaborative relationship with men and women in affected communities can help mitigate risks of operational shutdowns linked to community relations and strengthen overall investor confidence.

Increasingly, minimizing gender impacts and improving gender equality are considered smart business. More and more investors and financial institutions, including IFC, have incorporated gender considerations in their decisions about projects that they finance. Along with the growing recognition of the importance of gender in combatting poverty and achieving sustainable development, gender equality requirements have gained momentum,

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9 Elizabeth M. King and Andrew D. Mason, Engendering Development Through Gender Equality in Rights, Resources, and Voice, Washington and New York: World Bank and Oxford University Press, 2001, 73.

10 World Bank, "Good Practice Note: Integrating Gender into Country Assistance Strategies," June 2012.

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and even more investors will likely implement new gender requirements or strengthen existing gender requirements as conditions for future project finance.

Compliance with International Human Rights Frameworks as Best Practice

Human rights abuses related to infrastructure company operations or resistance to project development not only eat away at company-community trust and social license, but also can quickly tarnish a company's reputation. Some highly publicized cases in recent years have been related directly to the interactions between the company or its contractors and women from affected communities, while others have included the increasing numbers of murders of human rights defenders leading opposition to infrastructure projects,[11] such as the tragic killing of Berta Cáceres, an indigenous Honduran activist who successfully led to the halting of the Agua Zarca Dam project that had failed to consult the local indigenous Lenca people.[12] Growing recognition of the private sector's responsibility to uphold the human rights of host communities has led many companies to demonstrate their commitment by signing on to international human rights frameworks, creating a growing expectation that companies will also carry out related processes such as human rights impact assessments and grievance mechanisms.

Conclusion

The evidence is clear that given women's and men's different societal roles and daily lives, the economic, environmental, and social changes that accompany infrastructure projects can impact men and women differently. Infrastructure projects have the potential to exacerbate gender inequalities and negatively impact women. They also can enable equitable opportunities for men and women to plan, participate in, and benefit from potential growth opportunities. To pursue gender equality is not to favor women; rather, it is an attempt to achieve equity and equal opportunity for all members of a community. Ignoring differences in gender roles—and therefore the ways in which men and women are impacted by and participate in infrastructure operations and decision-making—might actually worsen gender inequalities and development challenges within a community. It also represents a missed opportunity, preventing companies from engaging and attracting as many customers as possible.

Community engagement programs that acknowledge and incorporate the critical role played by women have increased potential to strengthen community development and enhance social license, bottom line, and investment attraction. Integrating gender into a company's community engagement policies and strategies is an important component to a gender-sensitive project—and is also good business.

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11 Global Witness, "Defending Tomorrow: The climate crisis and threats against land and environmental defenders," July 2020.
12 Read more about Cáceres at the Goldman Prize website.

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TOOL SUITE 3: Tools to Address Gender Equality in Community Engagement

What steps can your company take to ensure that you engage women and men in all aspects of the project cycle and community development initiatives, as well as ensure you are developing your project in a way that attracts the largest number of users?

Tool Suite 3 offers support as you consider the differing needs of community men and women as they relate to infrastructure project development, and as you seek to create equitable opportunities to access resources and opportunities related to projects and services. Many infrastructure companies likely already have access to guidance on overall community consultation and community development. As a result, this tool suite provides practical suggestions and examples of strategies to specifically address gender equality in community and user engagement. It also offers guidance on mechanisms to ensure accountability. This toolkit is meant to provide a comprehensive guide of options—companies should pick and choose tools, or portions of tools, to use depending on their current needs and capabilities. The tools can be used as rough guides, or can be followed verbatim, but should always be tailored to the specific context of the project and stage of operation.

TOOL	TARGET UNIT	GOAL
↓ **TOOL 3.1:** Road Map for Using Tools in Tool Suite 3	All Readers	Introduces how all the tools in this Tool Suite work together
↓ **ASSESS AND PREPARE:** Tools 3.2–3.6 offer guidance on conducting initial company self-assessments, integrating gender concerns into baseline and social impact assessments, and hiring an independent gender expert. These actions will help you determine the extent of your engagement with women and the impacts of projects on women. The tools also provide guidance on gathering the gender-disaggregated socioeconomic data that will serve as critical inputs to the other community engagement tools featured in this tool suite, as well as approaches to ensure that social impact assessments measure the disproportionate impacts the project may have on women.		
↓ **TOOL 3.2:** Rapid Gender and Community Engagement Company Self-Assessment	Community Engagement	Understand the extent to which the company-community engagement activities currently assess and address gender dynamics
↓ **TOOL 3.3:** Rapid Gender and User Engagement Company Self-Assessment	Community Engagement, Consumer/User Engagement	Understand the extent to which the company user engagement activities currently assess and address gender dynamics

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TOOL SUITE 3

↓ **TOOL 3.4:** Terms of Reference for Independent Gender Expert	Community Engagement, Human Resources	Ensure that community engagement teams have required gender expertise
↓ **TOOL 3.5:** Integrate Gender Concerns into Baseline Community Assessments	Community Engagement and/or Independent Gender Expert	Develop a gender-sensitive understanding of community dynamics
↓ **TOOL 3.6:** Integrate Gender Concerns into Social Impact Assessments	Community Engagement and/or Independent Gender Expert	Understand the gender dimensions of project impacts on impacted communities

↓ **ADDRESS:** Tools 3.7–3.14 are designed to help increase gender equality and women's engagement in consultations, decision-making, community and user engagement, and emergency planning and response. They also provide direction on ways to minimize negative impacts by integrating a gender dimension into company-community engagement activities and guidance on activities that will empower and benefit women and bring the potential for strong returns on investment.

↓ **TOOL 3.7:** Facilitate Gender-Equitable Participation in Consultations on Infrastructure Operations	Community Engagement	Ensure women's equal participation in consultations for design of infrastructure projects and community initiatives
↓ **TOOL 3.8:** Guide for Integrating Women into COVID-19 Interventions and Other Emergency Planning and Response	Community Engagement and/or Independent Gender Expert	Ensure the integration of women into COVID-19 interventions to ensure that planning and response are adapted to their specific needs and that their contributions are valued and taken into account. Can also be applied to other emergency situations.
↓ **TOOL 3.9:** Guidance Note on Gender-Responsive Livelihoods Restoration	Community Engagement	Ensure women benefit from livelihoods restoration programs
↓ **TOOL 3.10:** Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms	Community Engagement and/or Independent Gender Expert	Ensure women's participation in participatory monitoring and evaluation and in grievance mechanisms for project-affected communities

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↓ **TOOL 3.11:** Design a Gender-Sensitive Resettlement Process	Community Engagement, Resettlement Specialist, and/or Independent Gender Expert	Ensure the resettlement process facilitates equal opportunities and minimizes disproportionate harm to women
↓ **TOOL 3.12:** Create Community Development Initiatives that Benefit Both Men and Women	Community Engagement in partnership with Independent Gender Expert	Ensure community initiatives are designed to reflect priorities of men and women in the community
↓ **TOOL 3.13:** Create Local Economic Development and Empowerment Opportunities for Women	Community Engagement in partnership with Independent Gender Expert	Develop activities that promote women's economic empowerment
↓ **TOOL 3.14:** Guidance Note for Building a Women's Entrepreneurship Community	Community Engagement, Procurement	Support companies in creating a vibrant women's entrepreneur ecosystem

↓ **MONITOR AND SUSTAIN:** Tools 3.15–3.16 offer guidance on setting benchmarks, measuring impact, and improving practice. This includes ways to ensure that women participate in transparency and accountability mechanisms, which can address potential concerns and help avoid problems altogether.

↓ **TOOL 3.15:** Sample Indicators for Monitoring and Evaluating the Gender Mainstreaming of Infrastructure Companies' Community Engagement and Community Initiatives	Community Engagement in partnership with Independent Gender Expert	Develop indicators to adequately measure and evaluate gender aspects of infrastructure projects and community initiatives
↓ **TOOL 3.16:** Community Scorecard Tool	Community Engagement	To gather community perspectives on, and empower community members to make changes to, gender issues. (Can be used to evaluate other issues, for employees, or to evaluate services, for instance, in the community.)

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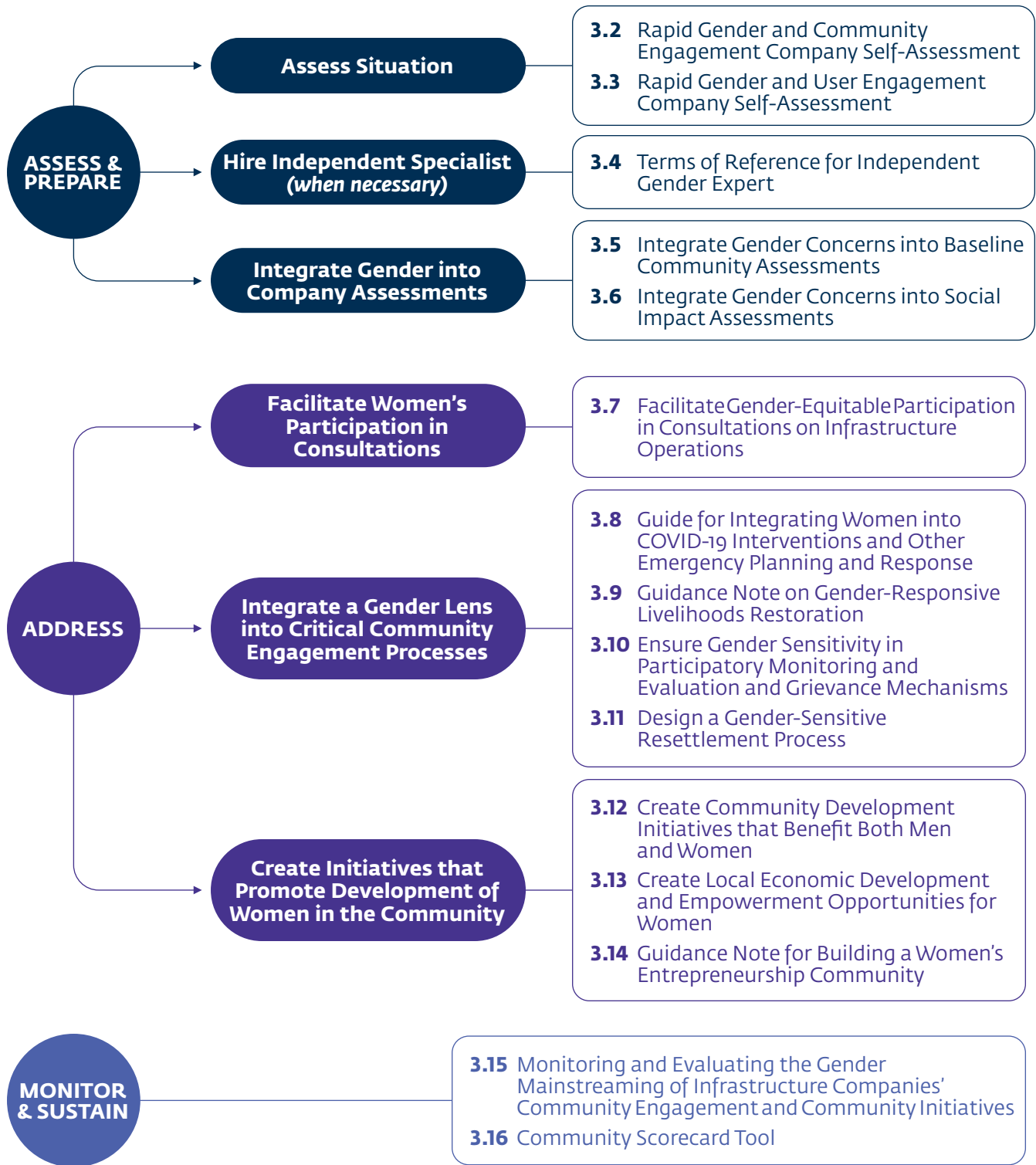
TOOL 3.1

Roadmap for Using Tools in Tool Suite 3

» **GOAL:** Introduces how all the tools in this Tool Suite work together

» **TARGET UNITS:** All readers

The tools in Tool Suite 3 all support companies' efforts to increase the participation of women in their engagement with communities, as well as to ensure women's needs and interests are taken into account as users of company services. This roadmap provides an overview of the tools, as well as suggestions on how to combine them into effective approaches. While this Tool Suite contains a large number of tools, choosing just a few to begin with can provide a company with valuable insight into communities and users as well as opportunities for improved and inclusive engagement. In most cases, companies should begin with the tools that make the most sense from a time and money perspective, taking into account which are most relevant to the current stage of operations.

1. **ASSESS AND PREPARE:** The first stage of the gender journey in community engagement is to understand to what extent gender equality and women's participation are affected by—and taken into account by—current activities.

    • **Assess the Situation:** To achieve a baseline understanding of the extent to which company-community engagement activities currently assess and address gender dynamics and gender-differentiated needs, perform a Rapid Gender and Community Engagement Company Self-Assessment (**TOOL 3.2**). For user engagement, conduct a Rapid Gender and User Engagement Company Self-Assessment (**TOOL 3.3**).

    • **Hire an Independent Specialist (when necessary):** If you want to incorporate gender into community engagement activities but lack specific gender expertise, consider recruiting an independent gender expert. **TOOL 3.4** outlines sample terms of reference, including key tasks and required competencies, for such an expert.

    • **Integrate Gender into Company Assessments: TOOL 3.5** serves as a step-by-step guide to either integrate gender concerns into an existing baseline community assessment or to conduct a supplementary assessment to gather baseline data on women. **TOOL 3.6** outlines how to integrate gender concerns into social impact assessments in order to understand the gender dimensions of project impacts on impacted communities.

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2. **ADDRESS:** Once you have collected some baseline data to better understand the gender dimensions of your engagement and project activities, the next set of tools can be applied to inform the design, development, and refining of activities.

-   **Facilitate Women's Participation in Consultations:** A principal element of company-community interaction is consultations; however, women's voices are often not adequately represented. **TOOL 3.7** outlines proactive measures to ensure women's involvement and participation in consultations.

-   **Integrate a Gender Lens into Critical Community Engagement Processes:** Tools in this section focus on strategies to integrate women's needs and concerns into existing community programs and processes. **TOOL 3.8** provides guidance to ensure that COVID-19 interventions and other emergency planning and response activities are adapted to the specific needs of men and women. **TOOL 3.9** outlines steps to develop gender-sensitize livelihoods restoration programs. **TOOL 3.10** walks you through ways to guarantee women's involvement in both participatory monitoring and evaluation processes, as well as grievance mechanisms. As resettlement processes can leave the most vulnerable members of a community at risk of further marginalization, **TOOL 3.11** serves as a step-by-step guide to gender-sensitive resettlement.

-   **Create Initiatives that Promote Development of Women in the Community:** The next set of tools outlines how to proactively design community initiatives that benefit both men and women (**TOOL 3.12**), create local economic development and empowerment opportunities for women (**TOOL 3.13**), and build a women's entrepreneurship community (**TOOL 3.14**).

3. **MONITOR AND SUSTAIN:** Finally, the last set of tools in this Tool Suite focuses on monitoring, evaluating, and sustaining the gender mainstreaming of a company's community engagement and community initiatives (**TOOLS 3.15** and **3.16**).

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ASSESS & PREPARE

Assess Situation

3.2 Rapid Gender and Community Engagement Company Self-Assessment

3.3 Rapid Gender and User Engagement Company Self-Assessment

Hire Independent Specialist *(when necessary)*

3.4 Terms of Reference for Independent Gender Expert

Integrate Gender into Company Assessments

3.5 Integrate Gender Concerns into Baseline Community Assessments

3.6 Integrate Gender Concerns into Social Impact Assessments

ADDRESS

Facilitate Women's Participation in Consultations

3.7 Facilitate Gender-Equitable Participation in Consultations on Infrastructure Operations

Integrate a Gender Lens into Critical Community Engagement Processes

3.8 Guide for Integrating Women into COVID-19 Interventions and Other Emergency Planning and Response

3.9 Guidance Note on Gender-Responsive Livelihoods Restoration

3.10 Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms

3.11 Design a Gender-Sensitive Resettlement Process

Create Initiatives that Promote Development of Women in the Community

3.12 Create Community Development Initiatives that Benefit Both Men and Women

3.13 Create Local Economic Development and Empowerment Opportunities for Women

3.14 Guidance Note for Building a Women's Entrepreneurship Community

MONITOR & SUSTAIN

3.15 Monitoring and Evaluating the Gender Mainstreaming of Infrastructure Companies' Community Engagement and Community Initiatives

3.16 Community Scorecard Tool

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ASSESS AND PREPARE: TOOLS 3.2–3.6

Developing an understanding of how certain key issues impact affected communities is the first step in implementing effective and appropriate gender-sensitive community and user engagement strategies. This includes gaining insights into:

- **Gender dynamics:** How do the differences in men's and women's roles within the community impact their ability to engage in or benefit from infrastructure project design, services, and community development initiatives?

- **The company's influence on community gender dynamics:** In what ways might the potential or presence of the infrastructure project change gender roles and relationships in the community? In what ways might the company work to strengthen the role of women? In addition, what are the potential negative impacts on gender relations caused by interventions, for example on women's economic or social status? Among the negative consequences could be issues such as increased incidence of gender-based violence. How can such impacts be avoided?

While infrastructure projects offer opportunities to strengthen the role of women in a community, the project (or potential project) also could have a negative impact on gender relationships or norms. Gaining this understanding early and continuing to monitor gender impacts will help you design and implement activities to promote an enduring social license, yielding positive impacts for women, men, and the community as a whole. Given the dynamic nature of communities and community relations, continuous assessment, monitoring, and evaluation of company progress on gender and the project's impacts on gender norms in the community is absolutely essential. This applies to new projects and projects already underway.

It is important to note that men and women are not homogenous groups. When collecting data and/or performing consultations, be sure to include women and men from varying socioeconomic levels, castes, religions, ethnic groups, ages, literacy statuses, marital statuses (single, married, widowed, divorced), and disabilities. Among married women, also be sure to note whether a marriage is polygamous. Lack of awareness of varying types of marriage structures[13] may inadvertently result in the marginalization of some wives over others, such as, for example, if one wife is included in consultations or benefit sharing but additional wives in the marriage are not accounted for.

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[13] Projects, especially those in rural and remote areas, may be hosted by communities with strong existing traditions that present challenges to gender equality; for example, the marriage of girls at a young age or polygamy. While cultural change is a long-term process beyond the scope of an infrastructure project, awareness of these contextual issues is important for infrastructure companies to avoid inadvertently making the situation worse.

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To ensure the most accurate and up-to-date picture of the community situation, attending to such distinctions—and disaggregating the data based on them—throughout the assessment phase will be critical.

This section offers tools to help community engagement teams and/or independent gender experts affiliated with infrastructure projects:

- Review the company's community and user engagement activities to assess the extent to which gender is an explicit theme and data is gender-disaggregated in assessments and projects.

- Evaluate women's participation in and benefit from the company's consultations and community and user engagement activities by reviewing:

- To what extent women actively participate in negotiations related to project design, use of local labor force, and community involvement in monitoring and evaluation of the project's impacts.

- The number of women who receive benefits from community development initiatives compared to men, and the extent to which these initiatives are designed to meet the needs of both women and men.

- Any gender differences in terms of negative project impacts.

The tools provided here can supplement the community assessment tools typically used by companies, with additional steps that can help integrate gender into assessment strategies. If project assessments have already been completed, the community engagement team must determine whether the assessments have adequately addressed gender, or if they need to undertake separate gender assessments.

The Role of Assessments

Integrating gender into baseline community and social impact assessments is essential to offer insight into gender roles, relations, and influencing institutions within the community and the potential project impacts on those roles, relationships, and institutions. It ensures a more thorough understanding of the community that will be your neighbor, partner, and perhaps customer for potentially decades to come over the life of a project.

Integrating gender into baseline community and social impact assessments is essential to offer insight into gender roles, relations, and influencing institutions within the community and the potential project impacts on those roles, relationships, and institutions.

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The assessments form the foundation for the design of community engagement activities. They ensure that the benefits from community activities are shared equally throughout the community and that they support economic and social development—both as a direct result of the project and indirectly, independent of operations. Carefully constructed assessments can uncover key insights about community priorities and vulnerabilities, directing community engagement activities to the most important issues. In turn, this will help community engagement teams execute activities that are embedded in the project cycle, beginning with planning, through implementation, and into the closure stages of the project.

In short, the assessments create tremendous value for community and user engagement teams and the company itself. The information gathered—and the relationships formed during the assessment process—can open the door to wider engagement in processes such as:

- Project design, payment and tariff structures, and strategic planning
- Allocation of royalties, community development funds, and other opportunities for benefit sharing
- Design of community development initiatives such as education opportunities and health facilities

ASSESS AND PREPARE

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TOOL 3.2

Rapid Gender and Community Engagement Company Self-Assessment

» **GOAL:** Understand the extent to which company-community engagement activities currently assess and address gender dynamics

» **TARGET UNITS:** Community Engagement

Before making use of the formal assessment tools that follow later in the tool suite, consider using this questionnaire to take stock of the current situation. It can give you a quick understanding of your company's current state when it comes to integrating gender dynamics and women's and men's needs and concerns into your engagement projects.[14] The number of "Yes" answers, relative to "No," will give you an initial overview for the extent to which your community engagement activities are gender-sensitized.

Analyzing your answers to the questions will help identify gaps in gender-sensitizing your project and community programs. It also will help determine which of the tools and actions that follow will be most useful for your company as you work to fully integrating gender into community engagement strategies.

Keep in mind that there may be distinct cultural or demographic characteristics that come with their own challenges and risks. It is important to not make assumptions about a culture or community and to ask questions to better understand it. Even if your company (or its partners or subcontractors) have experience in the country, different regions and communities often have their own subcultures, religions, histories, languages, and unique vulnerabilities and opportunities.

Just as engaging women is an important component of ensuring all voices in a community are heard, youth are another demographic group that are often left out the decision-making process, despite having distinct needs and interests. This can not only lead to a weaker social license, but can also cause a company to miss the opportunity to ensure community engagement and community programming is as effective and sustainable as possible. Especially in countries with young populations, it is simply smart business to engage youth effectively.

> **Youth are another demographic group that are often left out the decision-making process**, despite having distinct needs and interests.

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14 This list was adapted in part from Deanna Kemp and Julia Keenan, Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto, Melbourne: Rio Tinto, 2010, 32.

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TABLE 3A | Rapid Gender and Community Engagement Company Self-Assessment

GENERAL QUESTIONS

Do baseline community assessments:

CHECK
IF **YES**

	Use gender-disaggregated data?
	Extensively consult with women and men in the community to conduct the assessments? (See **TOOL 3.7** for guidance on how to effectively engage both women and men)
	Assess differences in women's/men's and boys'/girls' roles and responsibilities in aspects of daily life at home, in school, and in the workforce?
	Assess gender differences in land and property ownership, and access to and control of resources, including access to finance and bank accounts?
	Assess ways in which the project will impact women and men differently at all stages of the project, including construction and closure?
	Assess ways in which the project impacts women's health, safety, and security?
	Assess ways in which men's and women's roles and responsibilities affect their access to employment or other project benefits?
	Assess ways in which men's and women's roles and responsibilities affect their ability to participate in community consultations?
	Take into account youth's unique needs, interests, and vulnerabilities?
	Represent a cross-section of women from different socioeconomic levels, castes, religions, ethnic groups, ages, literacy statuses, marital statuses (single, widowed, divorced, or secondary or tertiary wives in a polygamous community), and disabilities?
	Intend to understand marriage structures in the community, such as if polygamy is common? If so, are all spouses (not just the primary spouse) included in consultations, compensation, and benefit sharing?
	Intend to understand lineage structures of the community, such as if the community is matrilineal?
	Verify the demographic makeup of the community and the workforce to check for nontraditional trends? (e.g., in post-conflict societies, there may be more women than men who work, or more women than men in general, if a large population of men had been killed in conflict.)
	Take into account nontraditional community entities, clubs, or social organizations?

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COMMUNITY DEVELOPMENT INITIATIVES

Do community programs:

CHECK
IF **YES**

Employ a participatory process that engages both men and women in their design?

Include a participatory monitoring mechanism that incorporates both men and women?

Include assessment of whether activities will impact men and women differently?

Include measures to ensure that women and men benefit equally from activities and/or include specific activities to benefit women?

Ensure easy access to and participation of the most vulnerable groups/individuals?

Community consultations:

CHECK
IF **YES**

Are all social and ethnic groups from all project-affected communities represented in community consultations? Does this include women from different socioeconomic levels, castes, religions, ethnic groups, ages, literacy statuses, marital statuses (single, widowed, divorced, or secondary or tertiary wives in a polygamous community), and disabilities?

Are men and women equally represented in community consultations?

If women are not equally represented in community consultations, does the company make accommodations to facilitate their attendance (such as changing the time or location of consultations according to women's needs, or providing transportation or childcare)?

Do women participate equitably (i.e., not merely being present, but able to speak, ask questions, and fully participate)?

If women do not fully participate in mixed-gender community consultations, do you hold separate consultations with women?

Does the company take into account women's needs, concerns, and preferences in the planning and operations of the project and of community development initiatives?

Do women themselves participate in the design and selection processes?

Does the company have a clear understanding of the challenges facing women in affected communities?

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Do community consultations ensure youth attendance and participation, including by holding separate youth consultations (or separate male and female youth consultations) if necessary?

Note: In some cases, it may be necessary to explicitly define an age limit for these consultations, as perceptions of what "youth" means can vary. Keep in mind that community leaders or other non-youth may still attend these consultations, and it is up to the facilitator to decide whether this will inhibit candid discussion and whether enforcing the age limit is feasible or appropriate.

Compensation and benefit sharing:

CHECK
IF **YES**

Are compensation and benefits shared with heads of household/property owners, or are mechanisms in place to ensure men and women have equitable access to financial resources (for instance, giving resources to both or establishing joint signatories on accounts)?

Are consultation mechanisms in place to ensure that financial benefits reach the whole family, and/or to determine the most equitable means of allocating benefits?

Grievance mechanisms and gender-based violence:

(See **TOOL 3.10** for detailed guidance on designing gender-sensitive grievance mechanisms.)

CHECK
IF **YES**

Are any provisions for gender-inclusive company policies and practices extended to subcontractors?

Were women consulted in the development of grievance mechanisms to ensure access?

Are grievance mechanisms available in safe and private ways to ensure safe, anonymous, and secure access and encourage use of the mechanisms by anyone with a grievance?

Do women make use grievance mechanisms that are already in place?

If they do make use of the mechanisms, how satisfied are women with the outcome of grievance submissions?

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SECTOR-SPECIFIC QUESTIONS

Water:

CHECK
IF **YES**

Are questions related to gender included in all user surveys and baseline assessments, including questions to collect gender-disaggregated data about usage, access, pricing, and payment and tariff structures?

Are women trained as local repair technicians?

Does the company work with communities to increase participation of women on local water-management committees and structures?

Power:

CHECK
IF **YES**

Are questions related to gender included in all user surveys and baseline assessments, including questions to collect gender-disaggregated data about usage, access, pricing, and payment and tariff structures?

Transport:

CHECK
IF **YES**

Are questions related to gender included in all transport user surveys and baseline assessments, including questions to collect gender-disaggregated data about trips, frequency, and modes of transport?

Does the company use a gender lens for reviewing transport infrastructure (accessibility of buses, trams; security; stop lighting; location of elevators; etc.), as well as pricing models?

Do transport companies have a GBVH/sexual harassment code of conduct and require trainings for drivers and fare collectors on identifying and addressing GBVH?

Are there policy solutions such as allowing multiple rides on a ticket, allowing buses to stop between designated stops, or even women-only rail cars in areas with high rates of harassment or GBVH on public transit?

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Cities:

CHECK
IF **YES**

	When designing public spaces and services, are access and visibility of public spaces in order to improve overall public safety considered, and particularly how women are impacted?
	Is a GBVH assessment integrated into all proposed urban development activities?
	Are both women and men consulted on all emergency preparedness planning and infrastructure, as well as included on all local emergency preparedness committees and structures?
	Are both boys and girls are educated about disaster risk prevention and response, and instructed in essential skills like swimming?

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TOOL 3.3

Rapid Gender and User Engagement Company Self-Assessment

» **GOAL:** Understand the extent to which the company user engagement activities currently assess and address gender dynamics

» **TARGET UNITS:** Community Engagement and Consumer/User Engagement

Infrastructure companies know that meeting the needs and interests of users is key to a successful operation. It increases demand and usage of the service or product, and therefore profit. However, like in other sectors, traditional studies, outreach, and planning methods may not tell a company everything it needs to know about its users. Because women and men have different experiences, household roles, customs and social expectations, and daily tasks, their needs, usage of the service, and ability and methods of payment can differ.

Because women and men have different experiences, household roles, customs and social expectations, and daily tasks, their needs, usage of the service, and ability and methods of payment can differ. **Ensuring your company understands these differences is the first step to meeting its users' diverse needs.**

For example, individuals who are primarily responsible for domestic or caregiving duties—women, in many contexts—use transport differently than those who commute daily to work. And people without transportation or a bank account may have difficulty making service payments for water or power if they are required to travel far from home to do so. In many places, women are less likely to own a bank account; however, women are sometimes those tasked with paying particular household bills. Ensuring your company understands these differences is the first step to meeting its users' diverse needs. By meeting these needs, companies can increase their user base, collection of fees, and relationships with users and the surrounding community.

As with **TOOL 3.2**, this tool is a questionnaire designed to give your company a quick understanding of whether it is considering and integrating gender differences in the design of services and payment structures. The number of "Yes" answers (relative to "No" answers) will give you an initial overview of the extent to which your user engagement activities are gender-sensitized.

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TABLE 3B | Rapid Gender and User Engagement Company Self-Assessment

GENERAL QUESTIONS

Do user engagement strategies:

CHECK
IF **YES**

	Collect data on the sex of users?
	Do any data analysis on usage patterns by sex?
	Ensure that consultations (e.g., focus groups) and support services (e.g., customer support helplines) for consumers are directed to, tailored for, and target all users, including women, youth, ethnic minorities, people with disabilities, and individuals who are illiterate?
	Segregate meetings by gender when women are likely not to attend or speak freely in front of men?
	Have a dedicated gender and inclusion officer or team on staff?
	When reviewing pricing, services, and infrastructure development, consider (through consultations and other methods) the differentiated needs and usage patterns of women and men?
	Include female beneficiaries and users in the design of services and tariff structures?
	Support municipal programs to involve women in civic engagement—such as in voter registration and turnout—and involvement in consultation and feedback mechanisms?
	Incorporate questions about gender in all user surveys and baseline assessments, such as to assess differences in usage patterns, mobility patterns, payment needs, and accessibility? (More specific questions can be found below in sector-specific question lists.)
	Consider conducting the following studies when appropriate? • Study alternative/non-traditional payment platforms and tariff structures tailored to serve the needs of low-income users/households. • Qualitative/quantitative research to understand the risks facing vulnerable/low-income groups, including female-headed households (FHH), with regard to tariff, payment, and mobility issues. • Mapping users from FHHs in the target service area to integrate this data into a service user database.
	Ensure that communications directed at users are designed for both a female and male audience, so that both men and women are aware of services, changes, and other information the company wants to communicate?

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Understand and map out distinct needs and preferences of products/services by men and women to see if there is an unmet demand?

Include women users in the design of services and tariff structures? (For example, surveying women about how the service can better meet their daily needs and meet unmet demand, as well as what tariff structures would increase their ability to make regular on-time payments.)

Evaluate the potential adoption of mobile payment methods such as mobile money or smartphone apps? (These payment methods can help address some obstacles to bill payment that may disproportionately face women, such as reduced availability of time, transportation, or bank account access that may be required in order to pay bills.)

Consider redesigning or creating new products, services, and platforms to retain and/or increase women customers (including, for example, marketing)?

SAFETY AND GENDER-BASED VIOLENCE

Do the company and/or subcontractors:

CHECK
IF **YES**

Require employees and contractors to participate in training about GBVH and sexual harassment?

Require employees, contractors, and service providers to assess, report, address, and monitor any incidents of GBVH within the workforce, community, and toward users of their services?

Work with service providers to develop sexual harassment policies and GBVH codes of conduct for all employees?

Require adherence by contractors and subcontractors to the GBVH codes of conduct?

Consider creating or implementing awareness campaigns about GBVH-related risks associated with the particular sector or service?

Perform a safety audit to determine ways to improve safety for men, women, and children, such as by ensuring areas are well lit?

Conduct a GBVH risk assessment and define a mitigation strategy?

Support reporting, referral, and support mechanisms in the community, and ensure that companies are connected to local authorities to monitor and respond to any changes in violence associated with mining operations?

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SECTOR-SPECIFIC QUESTIONS

Does the company:

Power:

CHECK
IF **YES**

Have any financing models or partnerships that are designed to facilitate diversity of users? (This can include partnering with women's savings groups and cooperatives which can serve as an outlet for awareness raising and a source of consumer financing to help women cover the cost of down-payments for solar lighting and other household solar investments.)

Identify distinct needs and preferences for energy products/services by men and women, including gender-specific barriers or constraints to increasing energy demand?

Transport:

CHECK
IF **YES**

Collect and analyze sex-disaggregated data on users, including usage patterns at different times of day and on different routes? Perform outreach to understand what impacts different usage patterns by men and women?

Consider women's travel patterns while designing bus and train routes and schedules? (Some measures that might help include paying attention to off-peak transport, identifying location of bus stops to meet women's safety and convenience standards, flexible drop-off and bus design features such as lower steps, wider doors, and space for strollers that cater to the needs of the elderly, women, and mothers with children.)

Institute policies and practices that reduce women's sense of exposure to risk, such as flexibility of disembarking closer to their destination in the evenings, increasing the number of stops, ensuring waiting areas are well-lit and have security cameras, and better dialogue and collaboration with female police?

Have a system for passengers to easily and anonymously submit complaints/grievances?

Conduct capacity building through trainings to improve GBVH responsiveness among bus operators and drivers?

Designing fare schemes that reduce multimodal travel costs by reducing transfer costs, introducing cheaper daily or weekly tickets, or designing differential fare structures that vary based on time of day or routing?

With ride sharing, install a panic button to increase driver and passenger safety?

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Conduct safety audits? (Safety audits generally consist of exploratory walks by groups of three to six people from local communities and often involve city planners and counselors for awareness and sensitization. Participants identify sites where potential for crime is high or where women may feel unsafe to create awareness about safety risks and opportunities to improve the physical environment and make it safer for all passengers.

Consider whether offering separate train coaches and/or reserved seats for women in public transit would be beneficial?

Water:
CHECK
IF **YES**

Consider monitoring the project throughout implementation by collecting sex-disaggregated data on public health and time indicators, and their impacts?

Propose training/engaging women as community health educators where appropriate, due to their unique roles and knowledge as water managers and caregivers in the home?

Consider partnering with financial institutions to promote access to financing or funding, such as in the form of sanitation loans, to give borrowers the initial capital they need to pay for water and sanitation products and services?

Work with communities to increase participation of women on local water management committees and structures?

Include women in user outreach teams and service/meter reading staff?

Cities:
CHECK
IF **YES**

Conduct sex-specific consultations, sex-disaggregated user and grievance analysis, and/or consultative forums with diverse municipal service users to understand any sex-specific issues, requests, or opportunities?

Ensure cities have grievance and support mechanisms as well as partnerships with competent organizations to prevent and respond to incidents of GBVH?

Pilot measures like increasing presence of cameras, improved lighting, complaints/grievance mechanisms, and citizen/user awareness campaigns?

Conduct safety audits? (Safety audits generally consist of exploratory walks by groups of three to six people from local communities and often involve city planners and counselors for awareness and sensitization. Participants identify sites where potential for crime is high or where women may feel unsafe to create awareness about safety risks and opportunities to improve the physical environment and make it safer for all residents.)

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TOOL 3.4

Terms of Reference for Independent Gender Expert

» **GOAL:** Ensure that community engagement teams have required gender expertise

» **TARGET UNITS:** Community Engagement, Human Resources

If you want to incorporate gender into community engagement activities, but lack specific gender expertise, consider recruiting an independent gender expert. This tool outlines sample terms of reference (ToR), including key tasks and required competencies, for such an expert. These specifics can be customized depending on the skills already available and the needs of the company, community, project, and project development staff.

This framework ToR assumes that the expert will be needed for a full range of activities—including integrating gender into the community baseline assessment, impact assessment, and related activities—but it can be modified as needed.

Note that **TOOL SUITE 1** provides details on hiring a companywide gender champion. In addition to this role, it is advisable to engage a separate gender expert for the community engagement team. The reason for this is that integrating gender into community engagement activities is a substantially different task from ensuring equitable hiring and promotion of women in the company's workforce, as covered in **TOOL SUITE 1**. It also requires a separate effort from ensuring that women-owned businesses have opportunities within the company supply chain, as outlined in **TOOL SUITE 2**.

Depending on the size of the project, the role of gender expert within the community affairs/engagement team could be a standalone position. Or one or more of the company's community engagement experts might have specific gender expertise. For larger projects, companies might want to include both regional and national-level gender expertise.

Key Components of a Gender Expert TOR

Introduction

[Describe project, including the current status of the project, and extent of community engagement activities that have been undertaken or are currently being planned.

Discuss the project's relationship with the community, including the extent to which women have been consulted, role of women in the community as currently understood, and extent to which women have/are able to be engaged in project consultation, planning, and activities.

Discuss extent to which activities thus far have included women, and any insights or conclusions about the need for a dedicated gender specialist—for example, what brought the realization that the company needs a gender specialist or gender-focused activities at this point?]

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Scope of Work

Outline specific activities the expert will be expected to undertake. Depending on the structure of the team and the specific activities, the expert might lead these activities or support a larger team. Activities include:

- Community baseline and social impact assessments: For example, ensuring that data collection is gender-disaggregated, gender-specific data sources are included (such as women's groups and gender-based violence service providers), participatory research methodologies are reviewed and modified to include women's perspectives, and data is analyzed through a gender lens.

- Design and training on participatory monitoring and grievance redress mechanisms: Review proposed methodologies to ensure that consideration has been given to promoting women's participation.

- Design and training on gender-based violence, if needed.

- Design and implementation of gender-sensitive resettlement program, if needed.

- Design and implementation of community engagement activities: Ensure that women can access community-wide activities and/or that specific activities are developed to promote women's economic and social empowerment.

Outline key skills and experience

- Key skills: This might include the ability to critically analyze community and interpersonal gender dynamics, balances of power, and variances in individual and group access in and around the project-affected communities. Knowledge of local language is an asset.

- Experience: This might include experience working within the affected community, in other communities on gender and infrastructure development, and/or addressing gender-based violence in infrastructure projects with companies and affected host communities.

Outline reporting and team structure

Clarify for potential candidates whether the expert will be leading the activities detailed above or whether they will be providing gender guidance to a wider team.

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TOOL 3.5

Integrate Gender Concerns into Baseline Community Assessments

» **GOAL:** Develop a gender-sensitive understanding of community dynamics

» **TARGET UNIT:** Community Engagement and/or Independent Gender Expert

Most infrastructure projects will include early-stage social and environmental baseline assessments to help the company understand the project-affected community. While guidance for best practices in baseline community assessments and community mapping is well documented in many industries, this tool will help ensure that these processes are gender sensitive. Including an investigation into the differing experiences of men and women in the community in these assessments is critical. It requires the collection of gender-disaggregated data about the varying roles, responsibilities, and resource access in the community, as outlined here.

If assessments have already been performed and/or if a project is already in operation, review previous baseline assessments to determine whether they included a gender dimension. If they do not, consider conducting a supplementary assessment to gather baseline data on women. This, thorough data collection and analysis, will allow community teams to understand the social and gender dynamics within a community, the potential risks and opportunities the project will introduce, and possible challenges to the acquisition of social license and pursuit of shared benefits. The findings from this assessment can help adjust community assessment and engagement programs to ensure that they are contributing to effective development programs and strong social license to operate. The results of these assessments also can serve as a benchmark for environmental, social, or human rights impact assessments.

Pre-Assessment Preparation

Before starting an assessment, use the guidelines detailed in Table 3C to ensure that your approach will lead to the design of a gender-sensitive baseline community assessment.

TABLE 3C | Preparing for Community Assessments: A Checklist

DETAIL ASSESSMENT GOALS TO IDENTIFY

CHECK
IF **YES**

Gender roles and responsibilities in the community

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Access to and control of resources based on gender

Practical gender needs: What women and men need to help them with their livelihoods and respective daily activities, based on their roles and responsibilities

Strategic gender needs: What women need to improve their quality of life as well as their societal status and equality in relation to that of men

Potential positive or negative project impacts on any of the above factors

DESIGNATE RESPONSIBILITY FOR CONDUCTING THE ASSESSMENT

(See **TOOL 3.4: Terms of Reference for Independent Gender Expert.**)

CHECK
IF **YES**

Hire an independent gender expert or experts to conduct data collection and analysis

If a team is hired, make sure it is appropriately gender balanced

Hire the expert(s) early in the assessment process, to enable thorough understanding of the local context, culture, and customs and to enhance their ability to provide knowledgeable advice and guidance

The expert(s) should be familiar with survey, interview, and research techniques for communities, and between and within social groups

FOCUS ON DETAILS IN ASSESSMENT DESIGN

(See Tables 3E and 3F for more on compiling, comparing, and assessing data on activities, access, and control.)

CHECK
IF **YES**

When gathering data, examine the different roles men and women play within the community in terms of the activities that they perform as well as men's and women's differing access to and control of key resources. For example, women may take on significant responsibility for managing the household or for farming land, but they may not be the legal or formal owners of the property or land that they live on or use. Women also statistically have less formal access to bank accounts.

Consider the ways in which the project might impact men's and women's routines and daily lives. For instance, environmental pollution may require women to spend more hours of the day collecting fresh water.

Explore access and control issues:
- Possible security concerns in collecting water
- An increased time burden because of distance to water or access to services such as transport, energy, or water could make it more difficult for women to meet other responsibilities
- Women may not have control over transport to the water

UPDATE THE PROCESS FOR A GENDER-INFORMED BASELINE ASSESSMENT

CHECK
IF **YES**

	Ensure the data is gender-disaggregated
	Ensure the process is transparent
	Ensure women's participation and consultation

MAXIMIZE USE OF RESULTS

CHECK
IF **YES**

	Share and validate the assessment results with members of the community
	Ensure community understanding of indicators—specifically as they relate to women

Gather Data for Baseline Assessment

A baseline community assessment should draw from secondary sources (preexisting data) as well as primary sources (through community consultations). In all cases, it is imperative that the data is disaggregated by sex and other socioeconomic factors such as socioeconomic level, caste, religion, ethnic group, age, literacy status, marital status (single, widowed, divorced), and disability, as noted earlier. If it is not possible to disaggregate all data by sex, prioritize by highest relevance for the decisions that will be made about the project and community initiatives.

Step 1. Identify data sources

Table 3D features examples of secondary and primary data sources that can be used to inform baseline community assessments, followed by ways to ensure the gender sensitivity of this information.

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TABLE 3D | Stocktaking Questionnaire for Gender in Community Engagement

SECONDARY SOURCES (PREEXISTING DATA)[15] *Preexisting data sources usually provide quantitative data*	HOW TO ENSURE GENDER SENSITIVITY OF DATA
Local, regional, or national government data	Is the data gender-disaggregated, and is there an equal balance of information on women and men? Is information on women's independence or women's services included, such as percentage of women with land titles, or percentage of healthcare workers who are female?
Census statistics	
Health surveys from NGOs or government entities	
Data about gender-based violence	
Tax ledgers	
Ethnographic or university studies	
Local histories or historical societies	Are women's stories included?
Community, business, or trade associations	Is data from women's groups (women's community groups, women business associations, etc.) included?
Previous environmental, social, and/or human rights impact assessments conducted by the company	Is the data gender-disaggregated?

PRIMARY SOURCES (THROUGH COMMUNITY CONSULTATIONS)	HOW TO ENSURE GENDER-SENSITIVE DATA AND DATA COLLECTION
Local census	• Is the data gender-disaggregated? • To what extent does the census count women who are not heads of household?
Focus groups	Is there equal balance in the interviews and consultations with men and women? Are women-only focus groups held in communities/contexts in which women may not speak candidly in front of men?
Household surveys	Is there equal balance in the interviews and consultations with men and women?
Livelihood surveys	Is there equal balance in the interviews and consultations with men and women?
Open dialogue	Are women equal participants?

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15 This list was adapted in part from: Minerals Council of Australia, Voluntary Community Investment: A Strategic Approach That Incorporates Gender. A Toolkit for the Extractives Industry, Canberra: Minerals Council of Australia, 2014.

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Interviews with individuals	Are women equal participants?
Consultations with groups such as: • Community organizations • Women's organizations • Various ethnic groups and classes	• Are women equal participants? • Are women-only focus groups held in communities/contexts in which women may not speak candidly in front of men?
Transect walk	Walk through various parts of the community (with community permission) to see different spheres of community life, including those dominated by women and those dominated by men.

Step 2. Ensure gender-equitable data collection: include women's voices in the data collection process

If community engagement professionals focus only on traditional structures for community consultation (for instance, local government, local leaders, church representatives), in many communities this means prioritizing the voices of traditional leaders, who are often men. Similarly, if the community engagement team asks to meet with community representatives such as elected officials and community elders, women may not hold any of these positions. As a result, women's needs and concerns may not be raised during these meetings and women's perspectives could wind up being left out.

Cultural, logistical, or other reasons related to gender roles and responsibilities within the community can also mean that without a good understanding of gender roles and community structure, men and women may not be equitably included. For instance, while women may be present in negotiations or community meetings, they may not feel comfortable speaking in front of men or may not be allowed to speak while men are present. Their gender roles and responsibilities also could preclude their attendance in meetings or consultations if scheduling doesn't take into account women's availability, schedules, and/or transportation and other logistical constraints.

Alternative Approaches to Ensure Inclusivity

In light of these barriers to participation, community engagement professionals will need to modify their techniques in order to encourage increased women's participation in the assessment process. Such modifications might include:

• Ensuring that both women and men are involved in the analysis

• Using additional social assessment techniques to guarantee women's voices are accounted for, such as:

  • Conducting meetings and interviews with:

    • Key informants

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- Women-only focus groups
- Mothers focus groups
- Women of varying ethnic and social classes to avoid elite capture (a situation in which resources or benefits meant for the community are usurped by individuals or groups who are more well off)
- Healthcare centers and support providers for survivors of gender-based violence
- Accommodating women to ensure their participation:
  - Determine the most convenient meeting times and locations to encourage women's attendance
  - Investigate potential obstacles to women's attendance and provide solutions (such as transportation, childcare, support for domestic work)
- Using tools to assess the differing practical and strategic needs of women and men:
  - **Practical gender needs:** What women and men need to help them with their survival and respective daily activities, based on their socially accepted roles and responsibilities
  - **Strategic gender needs:** What women need in order to advance their societal standing and equality in relation to that of men[16]

Step 3. Account for sensitive issues in data collection

Some of the issues to be researched during the baseline community assessment may be highly sensitive, such as violence, alcoholism, and prostitution. Some issues that may not seem sensitive—such as changing the distribution of labor within the home or community, or where project-related economic changes increase stress within a household—could touch on sensitivities, for instance, around changing gender roles.

The research team needs to be aware of these sensitivities, as well as the local context and cultural norms, so they can conduct the assessment respectfully while not compromising thoroughness. For instance, in situations in which men and women may have different perspectives or experiences, or where cultural conditions mean that men and women cannot speak freely about these concerns in front of one another, it may be important to hold gender-segregated or individual consultations, and to build trust over time with community members—especially with women community members. You also should take into consideration the individuals who will conduct the research. In fact, some companies hire contractors or local NGOs with preexisting relationships with the local communities and understanding of the local culture to perform the baseline community assessment or the other recommended activities noted in this toolkit.

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[16] Adriana Eftimie, Katherine Heller, and John Strongman, Gender Dimensions of the Extractive Industries: Mining for Equity, Washington, DC: World Bank, 2009, 22.

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Capitalizing on local knowledge and relationships can provide a great deal of added value. Still, it is important to ensure the independence of local contractors or NGOs so they can provide objective data about the community.

In addition, the research team must tread carefully when asking for sensitive information, such as trends in violence, alcoholism, HIV/AIDS and other diseases, since local residents may find it difficult to discuss these issues. Equipping researchers with information on local support and counseling services and proper referral pathways before they start probing with sensitive questions will help bridge the discomfort and enable the necessary data collection while providing genuinely needed assistance. Experience has shown that it can take some finesse—and trust-building—to get an accurate picture of such delicate and sensitive issues in many communities.

Step 4. Develop questions to integrate gender into existing baseline community assessments[17]

Table 3E includes sample questions that can be used to probe gender differences in common community baseline topics. While not an exhaustive list, it offers examples of ways to integrate gender into baseline assessments.

TABLE 3E | Sample Baseline Assessment Questions that Probe Gender Differences

Education

Level of education achieved	• What is the level of education achieved by men and boys, and women and girls?
Access to school and frequency of attendance	• What is the average school dropout rate for boys and girls? If there is a significant difference between the dropout rates of boys and girls, to what do you attribute that difference? • What is the rate of absenteeism for boys and girls during the school year? If there is a significant difference in the rate of absenteeism, to what do you attribute that difference? • Have there been any reports of sexual harassment or gender-based violence in school settings (student-on-student or teacher-on-student)?

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[17] Much of this list was derived from Minerals Council of Australia, Voluntary Community Investment: A Strategic Approach That Incorporates Gender; World Bank, "Gender-Responsive Social Analysis: A Guidance Note Incorporating Social Dimensions into Bank-Supported Projects," June 2005, 17-19; and Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto, 2009.

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TOOL 3.5

Employment

Income and access to money	• What is the average income for men and women?
Employment	• Do men and women have equal access to training opportunities for formal employment? • Do men and women have equal access to formal employment opportunities?
Access to childcare services	• Can women in the community access childcare services? To what extent is income or social class the determining factor for access?

Population and Health

Life expectancy	• Average life expectancy for men and women?
Access to healthcare	• Percentage of doctors who are female? • Percentage of nurses who are female? • Is there proper OBGYN care? • Distance/time required to travel to receive healthcare, including during labor? • Are healthcare providers trained in how to respond to gender-based violence?
Mortality rate	• Is there a high prevalence of childbirth-related mortality compared to the rest of the country or the world? If so, what is the reason? • What is the time or distance women are required to wait or travel to see a healthcare provider during pregnancy or childbirth?
Nutrition status	• What is the nutritional status of men and boys, and women and girls?
Birth rate	• What is the percentage of teen/adolescent pregnancy and birth?
Health indicators	• If there are differences in these indicators between men and women, what do such differences suggest? *TIP: Place particular emphasis on indicators with strong gender implications, such as incidence of sexually transmitted infections.*
Literacy rate	• Is there a correlation between gender differences in literacy rates and gender differences in rates of school absenteeism or dropouts?

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Household Dynamics and Vulnerability

Household and marriage structure	• Number and percentage of female-headed households • What types of marriage structures exist in the community? Is polygamy common?
Control over financial resources	• In households in which men are the income earners, do women have access to this money? Are decisions about family budgeting and spending made by men and women together, or does one have more decision-making power than the other? • When women earn income, do they have control over this money? *NOTE: In polygamous societies, women may share their income with their husband while their husband is also receiving income from other wives.* • Can women hold their own bank accounts? • Is it common for women to have their own bank accounts? *TIP: See Table 3G for guidance on understanding access to and control of resources.*
Differences in socioeconomic status	• Are female-headed households different than male-headed households, socioeconomically? • What are the reasons for these differences? • Do men and women attribute these differences to the same reasons?
Participation in household and community development	• Do both men and women participate in activities that contribute to household or community development? • Are these contributions based on gender, age, ethnicity, or other diversity factors? • What is the division of labor among household and domestic/family responsibilities?
Prevalence of gender-based violence	• Is gender-based violence more prevalent in certain subpopulations of the community, such as particular social classes, economic classes, or ethnic groups?

Community

Number and percentage of women in leadership roles	• What types of leadership roles do women occupy? • Are women leaders in municipal government in addition to community organizations?

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Community decision making	• To what extent are women involved in consultations and community decision making? • How is community information conveyed? (Word of mouth, newspaper, radio, community noticeboard, etc.) Do women and men get information differently? *TIP: In some communities, women and men may receive information differently because of their different daily responsibilities and social networks. For example, men may hear news directly from local leaders or businesspeople while in town or at work; whereas in some communities, women may be attending to household or agricultural responsibilities and hear news from other women or women's groups. Women may also have less access to some information because of community gender/power dynamics or because of gaps in literacy between women and men.* • Does participation in consultations and community decisions require literacy—for example, are materials written on paper or on a bulletin board or are alternative media like radio and loudspeakers used? • Number/percent of people belonging to indigenous/ethnic minority groups
Existence of and access to transport and mobility	• What are the common types of transport used by community members? • Do men and women have equal access and ability to use them? • If there are barriers to the use of these transport methods, what are these barriers? • What are the implications of these barriers—for instance, do men or women have difficulty getting goods to market?
Crime rates	• What is the rate of gender-based violence? • What is the rate of crimes reported that are related to gender-based violence? • What are the policies/capacity of local authorities/police when it comes to gender-based violence? Are local law authorities trained in the handling of gender-based violence complaints? Are complaints acknowledged and taken seriously? *TIP: Note that the rate of reporting on crimes related to gender-based violence is likely much lower than incidences of those crimes.*[18]

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[18] Note that in many countries, gender-based violence is not considered a crime.

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Resources

Levels of access to and control over resources	• Do men and women have different levels of access to and control over:
	  • Buying land/property (whether to live on, or for subsistence agriculture or cash crops)?
	  • Renting or using land/property?
	  • Labor?
	  • Equipment?
	  • Cash?
	  • Bank accounts?
	  • Education/training?
	• If so, what are the reasons for these differences?
	• Do men and women attribute these differences to the same factors?
	TIP: See Table 3G for guidance on understanding access to and control of resources.

Roles and Responsibilities

TIP: Use the activity profile in Table 3F to document and analyze gender differences in roles, responsibilities, and time usage.

Time usage	• Do men and women work for equal amounts of time per day (paid or unpaid work)? • Have women expressed interest in pursuing other activities, such as entrepreneurship, if they had more time? *TIP: Women typically have a much higher burden of unpaid work (such as household chores and family care responsibilities) than men. This limits their availability and ability to choose whether to spend their time pursuing more productive, marketable, or participatory activities, or even personal interests. This constraint, and the fact that this often reinforces their monetary poverty, exacerbates their "time poverty."*
Community roles	• Are there differences in the ways in which men and women participate in community consultations or decision making? • Are there differences in gender roles, responsibilities, and relations among subgroups (religious, ethnic/indigenous, socioeconomic classes, age)? *TIP: This type of information might be obtained through secondary data.* • Do women equitably participate in formal and informal institutions (including local government) and the decision-making processes within them?

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Community roles (cont.)	• If not, are the barriers to this participation gender-specific—for example, are women intimidated or threatened if they attempt to participate and/or hold office? *TIP: Collecting insights about these dynamics can help companies flag risks associated with increasing women's participation in decision making and leadership roles within a particular cultural context and inform plans for risk mitigation.*

Views

- What are men's and women's goals and aspirations for themselves and their community?
- Where do men and women stand on their views of the infrastructure project—do they approve or disapprove?

Influencing Institutions

- What are the formal and informal institutions—companies, civil society organizations, labor unions, and national, regional, and local governments—and organizational structures that could either help or hinder gender equality efforts?
- Are there institutions that offer opportunities for women and men to voice their needs and concerns?

Legal Climate[19]

Do the local, regional, and national laws and constitution protect/ guarantee:	• Physical well-being and safety, including from gender-based violence? • Non-discrimination in the workplace and prevention of sexual harassment? • Individual and group formal and informal rights to land and property? • Equal access for women and men to employment, education, and healthcare? • Equal access for women and men to public authorities and the justice system?

[19] For more detailed suggestions on legal and institutional indicators for women's equality, visit the World Bank's Women, Business, and the Law project.

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Sample Method of Data Collection and Formulation: Activity and Access and Control Profiles[20]

To collect the information suggested above, researchers may choose to create an activity profile of the community. This will be particularly useful in collecting and analyzing data on the roles and division of labor between men and women.

Table 3F features an example of an activity profile, with an additional row added to capture community activities and commitments. The understanding of the gender dynamics that underlie community roles and responsibilities will prove especially valuable when integrating gender into your social impact assessment (**TOOL 3.6**).

Compare the information gathered in the activity profile with the data from the access and control profile, shown in Table 3G. The access and control profile can guide the collection and analysis of data to help differentiate between men's and women's access to and control over resources. Examining men's and women's responsibilities compared to their level of access and control can help you understand the extent to which men and women may be differently impacted by a project, as well as their ability to respond to changes and stresses that a project may introduce. These sample profiles are based on the Harvard Analytical Framework for Gender Analysis, developed by the Harvard Institute for International Development in collaboration with USAID, and "A Guide to Gender Impact Assessment for the Extractive Industries," developed by Australian Aid and Oxfam Australia.[21]

TABLE 3F | Activity Profile

ACTIVITIES	WOMEN	MEN	GIRLS	BOYS	WHERE / WHEN / AMOUNT OF TIME REQUIRED
Productive • Formal (paid) employment • Informal income-generating activities such as paid labor and services • Selling goods at market or from the home					

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20 ILO, "Unit 1: A Conceptual Framework for Gender Analysis and Planning," International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team Online Gender Learning and Information Module.

21 C. Hill, C. Madden, and N. Collins, *A Guide to Gender Impact Assessment for the Extractive Industries*, Oxfam, Melbourne, 2017.

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ACTIVITIES	WOMEN	MEN	GIRLS	BOYS	WHERE / WHEN / AMOUNT OF TIME REQUIRED
Productive *(cont.)*					
• Agriculture or fishing other than for household use					
• Other					
Reproductive/Care					
• Care of children and elderly or sick family members					
• Subsistence farming or fishing					
• Household food collection, preparation and cooking					
• Collecting water					
• Collecting fuel					
• Collecting fodder					
• Care of livestock					
• Healthcare					
• Other					
Community Involvement					
• Maintenance of community infrastructure (such as water resources or education facilities)					
• Participation in community meetings					
• Political organizing					
• Community event organizing (such as cultural or religious ceremonies and celebrations)					
• Religious activities					
• Recreation/leisure					
• Other					

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TABLE 3G | Access and Control Profile

	ACCESS		CONTROL	
	WOMEN	MEN	WOMEN	MEN
Community and/or Household Resources				
• Land for subsistence agriculture				
• Land for cash crops				
• Water				
• Labor				
• Equipment				
• Community infrastructure				
• Cash				
• Bank accounts				
• Social services				
• Legal services				
• Other				
Community (or Sociopolitical) Activities				
• Income for essential family needs				
• Income for discretionary spending				
• Royalties/compensation				
• Decision-making authority				
• Other non-cash assets				
• Opportunities for education, training, or knowledge-building				
• Status or prestige				
• Other				
Benefits from Use of Resources				
• Cash income				
• Assets ownership				
• Basic needs (food, clothing, shelter)				
• Education				
• Political power/influence				
• Other				

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TOOL 3.5

Analyze the Data

Once the data collection for the baseline community assessment is complete, the information needs to be compiled, organized, and analyzed. Ideally, the independent gender expert who gathered the data should handle the analysis stage as well.

Full community participation—including men and women—in the analysis is key. To ensure equal women's participation, conduct the analysis at times and places that will make it easier for them to attend (and ask women in order to determine this). Make sure to find out whether women may have difficulty attending due to needs that can be met by the company (such as childcare, transportation, etc.). Publicize the meetings broadly and extensively (and sufficiently in advance) so that all community members are aware of their schedule. Make use of multiple approaches to communicate this information, including word of mouth, radio, and posters, to ensure everyone receives the information. Your goals for the analysis are to identify in general terms:

- Gender differences along social, cultural, economic, or political lines
- Differing views and wishes of men and women

Be sure to share the results widely throughout the entire community. Request feedback so that you can validate the results with male and female community members alike.

Use the findings from the baseline community assessment and the entire assessment phase to guide your company's planning and implementation for both the project and company-led community initiatives. **TOOLS 3.7–3.14** focus on planning and implementation—the "Address" phase—of gender-sensitive community engagement initiatives.

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TOOL 3.6

Integrate Gender Concerns into Social Impact Assessments

» **GOAL:** Understand the gender dimensions of project impacts on impacted communities

» **TARGET UNIT:** Community Engagement and/or Independent Gender Expert

About the Social Impact Assessment

While a gender-sensitive baseline community assessment helps companies understand the local community and how gender roles and relations function within it, a gender-sensitive social impact assessment is essential to identify impacts that the infrastructure project might have on the community and its gender roles, relations, and influencing institutions. Social impact assessments are becoming increasingly common as standalone efforts. In addition, they often are part of the environmental impact assessment process required by governments and investors for project approval. IFC Performance Standard 1 establishes the importance of integrated assessment to identify the environmental and social impacts, risks, and opportunities of projects.

A key aspect of the social impact assessment is its usefulness in understanding what community members themselves believe to be potential positive and negative project impacts. To gain such insight and to avoid a company-led, top-down approach, consider conducting a community-based impact assessment. Alternatively, a third party, such as an NGO or consulting firm, could carry out the assessment.[22] Keep in mind that also including potential positive impacts in the assessment will allow you to identify the resources and processes that will be required to realize them. This also will help ensure that women will be able to maximize their benefit from the opportunities created.

In this tool suite, the baseline and social impact assessments are treated separately to facilitate integrating gender into existing processes. But combining the two by adding social impact into the baseline assessment is also an option, particularly for companies that are in the midst of designing their community engagement programs or that want to redesign their methodologies, thus avoiding the need for multiple assessments. Yet another option is a gender impact assessment that incorporates both. See the Additional Resources section of this tool suite for more information on gender impact assessments.

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[22] For more, see Oxfam America's "Community Voice in Human Rights Impact Assessments" guidance and this toolkit's Additional Resources section.

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TOOL 3.6

BOX 3A | Commonly Experienced Negative Gender Impacts from Infrastructure Project Development

- Changing community dynamics with influx of labor and related industries
- Disruption of mobility and access patterns
- Increase in social and health problems in affected community introduced by the influx of a transient male workforce
- Increased safety risks due to changing community dynamics
- Disruption of social networks and social safety nets
- Increased social pressures associated with increased availability of cash, influx of people, and changing social dynamics, including alcoholism, prostitution, and increased risk of sexually transmitted infections
- Increase in social issues related to land access and land titling in sending communities
- Disproportionate negative impacts from environmental degradation (e.g., of land, air, or water resources) or climate vulnerability
- Unfair distribution of royalties
- Unequal employment opportunities
- Rebalancing of domestic and/or subsistence responsibilities, with women taking on more work if men gain paid employment with the project or related sectors
- Loss of livelihoods
- Inflation related to increased economic activity in the area due to the project

Differentiating Project Impacts

Gender-sensitive social impact assessments examine the ways in which men's and women's roles—as identified through the baseline assessment—influence how they experience project impacts, as well as their resilience to these impacts. This examination can include:

- Direct and indirect socioeconomic impacts introduced by the construction, operation, and closure of the project
- Ways in which men and women differ in how they are affected by the above impacts based on their gender roles, including diversity considerations to account for additional vulnerabilities

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- Ways in which men's and women's different access to and control of resources—including natural resources, cash, and project benefits—affects resilience and ability to cope with the changes listed above

- Distribution of power relationships, influence, and decision-making power inside households and in the community: How do these power relationships affect the impacts on men and women, including those from vulnerable groups?

- Influence of gender roles on livelihoods, subsistence, and mobility in light of project impacts

- Ways in which differing access to education and employment influence men's and women's ability to cope with the above changes

- Ways in which men and women are affected differently by health and safety changes resulting from the project

Identifying Ways to Mitigate Risks and Increase Benefits

A gender-sensitive social impact assessment is a useful tool in uncovering ways to mitigate risks or increase community benefits from projects. To do so, however, your assessment should take into consideration gender-related differences. Here are some ways to account for these differences:

- Identify and address disproportionately negative impacts on women

- Enhance positive impacts for women

- Avoid perpetuating or exacerbating existing gender inequalities

- Find opportunities to improve gender relations and gender equality

- Involve women in participation in and design of consultation processes and negotiations

- Enhance benefit sharing among the women and men in the community

- Evenly distribute benefits among female and male members of the community and include vulnerable groups

Use the results of the gender-sensitive social impact assessment to inform the subsequent design of project phases, community consultations, and community programs. This will help to ensure that gender-sensitive community approaches are embedded at all stages of the project.

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TOOL 3.6

Gender-Equitable Data Collection

Gender-equitable data collection is absolutely key to an assessment that appropriately reflects the gender-related differences in the social impacts from an infrastructure project. Standard data collection methods may inadvertently leave out women's voices. For example, cultural factors may prevent women from attending community consultations or from speaking up in front of men, or women's household or childcare responsibilities may leave them unavailable to attend consultations. See **TOOL 3.5** for more guidance on including women's voices in the data collection process.

TABLE 3H | Questions to Include in a Gender-Sensitive Social Impact Assessment

GENERAL QUESTIONS

What are the current or predicted positive impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities and access to and control of resources?

What are the current or predicted negative impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities and access to and control of resources?

Does the project provide opportunities to promote gender equality though specific institutions in the area? Which institutions?

Will social cohesion be diminished or damaged?
Note: While some changes may be assumed to be positive, such as reducing the time it takes women to collect water, it is important to not make assumptions before consulting with women and men in a community. For example, in some communities, women do not want to reduce their water collection time because it is used as important time to converse with other women.

Will any cultural heritage practices or culturally significant or sacred sites be diminished or damaged?

INTERESTS AND PERCEPTIONS

What are the differences in women's and men's perceptions of the project and how it will impact them?

Do women and men have different hopes and concerns about the project?

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CHANGING HOUSEHOLD DYNAMICS

Are there opportunities for the project to improve gender equality within the home?

What are the potential implications of the changed access to resources inside and outside of the home for men and women? For instance, how are changes outside the home—such as in employment, livelihoods, or increased availability of cash—leading to changes inside households?

Will the project pose any threats to existing livelihoods, subsistence, or property ownership rules or customs? How would men and women be differently impacted by this?

Could any of the above changes lead to increased domestic or gender-based violence?

What steps can be taken to prevent or minimize potential subsequent risks of domestic or gender-based violence?

INFLUENCING INSTITUTIONS

What influencing institutions or other stakeholders, such as civil society or community groups—especially those that work with women—and labor unions —particularly all-male unions—could either help or hinder gender equality efforts?

How can the company work with these stakeholders to partner on gender equality efforts or ensure that company gender equality efforts won't be obstructed?

How can the project work within or strengthen existing social structures and processes to further gender equality efforts?

SOCIAL SUBGROUPS AND VULNERABLE POPULATIONS

Do any social subgroups or vulnerable populations (such as those of lower social classes, higher poverty levels, ethnic minority groups, disabilities, or anyone else with less voice and agency) have additional gender issues or particular sensitivity to community gender issues?

SAFETY AND HEALTH

Will the project increase the risk of violence for women or men (domestic, gender-based, or other), sexually transmitted infections, or other threats to their personal safety or health?

What steps can be taken to prevent or minimize these risks?

Are there any injured, ill, or disabled members of the community who are usually taken care of by their female relatives?

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Will the health and wellbeing of these individuals be affected by the changes in power dynamics or increased gender equality?

PARTICIPATION AND BENEFIT SHARING

Will both men and women have opportunities to participate in the project through employment, local supplier development, community initiatives, and benefit sharing?

How can the company ensure that both women and men voice their opinions in community consultations?

How can the company ensure communication and connection with the community's female and male leaders?

What is the likelihood of elite capture (benefits going to members of the community who are more well off, such as men or women who have higher socioeconomic status)?

How can the concerns and participation of all members of society be taken into consideration?

How can the project be designed to provide leadership and professional development opportunities to both men and women (for example, through leadership or project management roles in the company, community, or government)?

Will women or men face different hurdles or bear disproportionate costs to participate in the project?

TIP: This can include sacrificing paid work or juggling increased pressures of time and labor due to preexisting commitments to subsistence activities or domestic and childcare duties.

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ADDRESS: TOOLS 3.7–3.14

Incorporate Information from Assessments Into Community Engagement Activities

The information culled from your gender-sensitive assessments should be used to inform the design, development, and refining of your community engagement activities. The assessments will highlight areas of focus as these activities are put together. Key information will be uncovered, such as:

- Ways in which the infrastructure project is directly and indirectly affecting men's and women's roles and responsibilities
- Ways in which the project is changing men's and women's access to and control of resources
- Gender-based differences in perceptions of the project and potential benefits
- Gender-based differences in concerns and aspirations related to local economic and social development
- Training and capacity-building opportunities and needs for male and female community members

Input from the gender-sensitive assessment phase can help inform decisions about the project, shape community outreach activities, and contribute to the design of benefit sharing and grievance mechanisms.

Why Include Women's Voices in Activity Design?

Listening to men's and women's concerns, needs, and interests—both as members of the project-affected community and as potential customers and users—has multiple benefits. Not only can it promote social license to operate as noted earlier, but activities designed with input from both men and women are also likely to be more effective in their use of funds and in meeting customer need.

> Anecdotal evidence from a World Bank project in Peru indicated that **women were more likely to choose investments that benefited long-term community sustainability.**

Experience shows that men and women often have different investment priorities. Anecdotal evidence from a World Bank project in Peru indicated that women were more likely to choose investments that benefited long-term community sustainability.

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Men, on the other hand, were more likely to suggest spending revenue on infrastructure projects that might have lower tangible development impacts. Other studies note similar outcomes.

When women are included, programs tend to be more focused on the community's immediate development needs, including health, education, capacity building and nutrition, and on medium-to-long term infrastructure projects. Where only men's voices are heeded, evidence shows that community funds tend to be used for projects with lower development impacts or less widespread interest. In many cases, these investments do less to improve key development indicators on health, education, and sanitation.[23]

Clearly, companies must make the effort to engage communities in an inclusive manner at all stages—from consultation on the operation itself to selecting, designing, and managing community outreach projects.

This section features tools to help integrate gender sensitivity into project design, emergency planning and response, grievance redress mechanisms, and community and economic development initiatives. Note that the tools work equally well for companies that already have in place well-developed community engagement protocols. If this is the case, use the tools as supplemental guidance to incorporate additional measures into your existing processes. This will help maximize the integration of the gender dimension into project design and implementation.

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[23] Adriana Eftimie, Katherine Heller, and John Strongman, Gender Dimensions of the Extractive Industries: Mining for Equity, 20.

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TOOL 3.7

Facilitate Gender-Equitable Participation in Consultations on Infrastructure Operations

» **GOAL:** Ensure women's equal participation in consultations for design of infrastructure operations and community initiatives

» **TARGET UNIT:** Community Engagement

Over the life of a project, community consultations can take place in a variety of circumstances. Consultations can be held ahead of project initiation, as part of exploration/scoping and community consultation. They may be held during the operational phase at various stages as part of different community engagement activities. They may be held to discuss issues related to operations or benefit distribution, or they may be held to discuss project closure. An ongoing, trusted, transparent, and accessible consultation process is essential to:

- Keeping open communication and trust between company and community
- Maintaining up-to-date understanding of social license
- Continuing ability to address concerns
- Preserving smooth and undisrupted operations

To facilitate these goals and guarantee ongoing dialogue, conduct regular consultations that are accessible to all members of the community. Be aware that gender roles and responsibilities often mean that men, women, or other vulnerable groups in the community may not have equitable access to consultations. Adapt accordingly, so that consultative forums reflect all community viewpoints. Remember that investment in a robust consultative process can help you avoid more costly issues down the road.

Four Steps to Facilitating Women's Participation in Consultations

What follows is a four-step process that will help increase women's participation in consultations.[24]

Step 1: Understand the community by conducting community and social mapping.

This information might have been uncovered in the baseline or social impact assessment (see **TOOLS 3.5** and **3.6**). But if your consultations occur later, changes could have

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[24] The majority of this list was modified from Adriana Eftimie, Katherine Heller, and John Strongman, Gender Dimensions of the Extractive Industries: Mining for Equity, 22.

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happened in the meantime, so use this step to ensure that your community mapping is up to date. Be sure to map variations in gender as well as social and ethnic classes, such as:

- Female-headed households
- Groups of differing religious, cultural, or ethnic affiliations
- Variations in social/economic classes

Ensure that mapping includes gender-disaggregated information such as:

- Gender roles
- Gender responsibilities
- Gender differences in time allocation, amount of free time, or lack thereof (time poverty)
- Gender differences in access to and control of land and resources
  - Gender differences in property and land usage
  - Gender differences in property and land titling and ownership
  - Gender differences in property and land renting

Note that the information gathered in the activity and access and control profiles as detailed in **TOOL 3.5** can be helpful here.

Step 2: Make sure that consultation logistics facilitate women's participation.

Logistics to be considered include timing and location. If it will be difficult for women to attend, make alternative arrangements so that the consultation is as inclusive as possible. To support gender diversity in the consultation process, consider:

- Setting targets for a gender equitable consultation, including equal numbers of men and women. Where co-ed consultations are not feasible or women may not feel comfortable speaking candidly in front of men (for instance, where cultural norms make this difficult), consider single-sex consultations.
- Scheduling meetings at times and locations convenient to women, determined through discussion with key community women.
- Addressing obstacles to women's attendance by recognizing them and providing solutions, such as providing transportation, childcare, and other support for domestic work.
- Using participatory mechanisms such as opportunity rankings and community scorecards to invite diverse and anonymous suggestions, opinions, and votes from men and women during consultations. (See **TOOL 3.16** for guidance on community scorecards.)

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Step 3: Facilitate women's leadership.

Make sure that there is gender diversity in leadership and the various representative positions in community management structures that relate to the project. This includes chairs of any committees established to ensure communication between the community and company. To help, several measures may be needed:

- **Leadership training:** If there are not enough qualified women for these positions, offer leadership training programs for women so they have the qualifications needed.
- **Gender awareness training:** If men in the community express resistance to women holding these leadership positions, conduct awareness training on women's equality and the benefits of gender equality in community and project leadership.

In addition, consultations with community leaders should occur at all stages of the project and community program and revenue management decisions. This group should always include formal and informal male and female community leaders.

Whenever possible, try to validate the credentials of the individuals—for example, by asking multiple sources—to ensure that they are, in fact, recognized community leaders and that they will reflect community views. Also keep in mind that more traditional societies can be very hierarchical, and that respect for this hierarchy and for community and traditional leaders must be shown. However, it may be necessary to hold multiple consultations to capture varying viewpoints, since the views of people in leadership positions may not necessarily reflect the views of everyone in the community—especially the most vulnerable.

Step 4: Create an environment open to women's participation and leadership by sharing knowledge and building capacity.

Gender training for community members and company staff—including supervisory and security staff—can help open minds and broaden perspectives. Use such programs to:

- Increase gender awareness and sensitivity
- Educate community members and staff about the benefits of gender equality in the project and in the community
- Inform community members and staff about the interventions that will take place and allow open discussion about the changes to local customs and traditions that might result
- Reduce harassment and resistance to gender equality initiatives (For detailed guidance on how to reduce harassment in the workplace, see **TOOL SUITE 4**)
- Encourage staff to collect information about gender aspects of project operations

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TOOL 3.8

Guide for Integrating Women into COVID-19 Interventions and Other Emergency Planning and Response

» **GOAL:** Ensure the integration of gender into COVID-19 interventions so that planning and response are adapted to the specific needs of men and women. Can also be applied to other emergency situations.

» **TARGET UNIT:** Community Engagement and/or Independent Gender Expert

The outbreak of COVID-19, with its speed, its differences in impact across contexts, and the lack of documented good practice for a pandemic at its scale quickly revealed the response limits of national and international institutions as well as companies. A gender-inclusive response and recovery process proved difficult to achieve. Infrastructure companies can play an important role in supporting communities in pandemic response. Doing so will not only help to maintain social license but can also build increased trust and collaboration between companies and the communities in which they operate. Given the uncertainty about how long crises will last, employers may consider adjusting their budgets, policies, and strategic initiatives to adopt new and effective means and norms for working during and following the crisis.

The guide below is divided into different sections. Companies can choose from these sections to select focus areas that they see as a priority. The suggested actions are just a general roadmap. Based on context, there may be various reasons why certain elements do not fit or are not feasible for a company in each context. We do suggest, however, that each element is carefully considered for its potential benefit and impact.

Retaining Female Staff and Getting them Involved in Decision-Making

Women are often on the front lines of crises at many levels—yet are missing from decision-making tables.[25] To integrate gender:

- Consult with women workers and their representatives. Women may have good ideas about how to support employment during difficult times.
- Actively champion women's leadership in emergency response coordination bodies and promote women's meaningful participation.
- Ensure all funding proposals, impact assessments, and strategies are co-created and co-led by women and contain comprehensive gender analyses.

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[25] Care International, "Where are the Women?The Conspicuous Absence of Women in COVID-19 Response Teams and Plans, and Why We Need Them", June 2020. OECD, "Women at the core of the fight against COVID-19 crisis", April 2020.

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- Ensure that there are considerations for female members of response teams to facilitate work-life balance, that there is regular paid time off, that appropriate protective materials and equipment as well as psychosocial support is offered.

Ensuring Gender-Responsive Communication

Women, girls, and other underserved populations have less access to information in many contexts for a multitude of reasons, including high rates of female illiteracy, lack of ownership or access to radios, televisions, or mobile phones, and often less interaction outside the home. This can hinder reception of critical information related to disease transmission and prevention, available services, volunteering opportunities, and other elements. To integrate gender:

- Consult women, girls, and other underserved populations in the development of materials and campaigns to support their rollout.
- Adapt messaging and information on diseases or other emergencies to the specific needs of women, but also choose appropriate channels. This can include:
  - SMS/text messages, informational mailers, radio messages, and/or announcements on the company site
  - Mechanisms including but not limited to committees, women's groups and informal networks, adolescent youth and women with disabilities groups, etc.
  - GBVH response services (such as hotline numbers), if they exist
- Proactively address rumors, misinformation, and disease-related superstitions and stigma
- Offer communication services available remotely via different communication channels, including hotlines, text messaging, mobile phone apps, and social media (for example, strengthen apps and mobile technology to offer services to women survivors of violence during quarantine).

Encouraging Healthy and Respectful Workplaces

It is critical that companies take GBVH into account in efforts to respond to emergencies.[26] Measures to control the spread of COVID-19 led to increases in domestic violence, sexual exploitation, and abuse. This applies to both the domestic sphere and to the work environment. To this is added the stress and strain on mental and physical health caused by the pandemic, where women in particular have to juggle multiple responsibilities with little mobility or downtime. What companies can do:

- Take the risk of harassment and bullying seriously. For in-depth guidance, consult IFC's detailed recommendations on workplace risks and responses.

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[26] UN Women, "Facts and Figures: Ending violence against women," 2022.

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- Review, strengthen, and revise any strategies, action plans, or policies related to prevention of GBVH to evaluate whether they respond to the changed situation during the emergency and adapt them as needed.

- Integrate service delivery across various spheres (for staff as well as for community members), including mental and physical health, housing, income support, and access to legal and justice resources.

- Support employees' mental health through a variety of tools, such as access to telemedicine, digitally delivered self-diagnostics, psychological therapy, guided meditation, and the creation of virtual support groups.

- Create employee resource groups to reduce the stigma of mental health problems by promoting social contact, peer support, and education about mental illnesses, such as depression and anxiety.

Securing Livelihoods for Women

As the International Labour Organization assessed, women were the most affected by cuts in incomes as an impact of the pandemic.[27] During the COVID-19 pandemic as in other emergencies, women experienced a significant burden on their time. Confinement measures led to multiple care responsibilities, reductions in working time, and even permanent exit from the labor market. Also, as women are more likely to work in informal employment and small and medium enterprises (SMEs), COVID restrictions made it very difficult for them to maintain their livelihoods. What companies can do to secure livelihoods for women (partly adapted from OECD[28] as well as from the comprehensive case study overview on gender equality and COVID-19 provided by IFC[29]):

Within the company:

- Offer public childcare options to working parents in essential services, such as healthcare, public utilities, and emergency services.

- Reduce working hours, provide relief for workers, and manage redundancy payments related to temporary layoffs and sickness.

- Promote flexible working arrangements that account for workers' family responsibilities.

- Target men in campaigns to share the burden of informal and unpaid work, especially caring for children, the elderly, and the infirm.

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[27] ILO, The COVID-19 response: Getting gender equality right for a better future for women at work, 2020.
[28] Policy options proposed by OECD, "Women at the core of the fight against COVID-19 crisis," April 2020.
[29] IFC, COVID-19 and Gender Equality: Six Actions for the Private Sector, November 2020.

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- Extend access to unemployment benefits to non-standard workers and/or consider one-off payments to affected workers.

With women-led small and medium enterprises (WSMEs):

- Introduce mediation measures concerning procurement and payment delays.

- Minimize exposure to shocks by diversifying the supplier base and expanding opportunities for women-owned businesses.

- Preserve supplier networks by providing WSMEs with much-needed liquidity. In a crisis such as the COVID-19 pandemic, companies rightfully focused on cash management; nevertheless, this must be balanced with preserving the supplier networks that they rely upon. Through roundtable discussions and interviews, IFC found that companies provided accelerated payments or cash flow relief to give their key vendors a lifeline.

- Promote supplier development programs. Companies can cultivate a resilient supplier network through supplier development—a business strategy that involves working with diverse suppliers to boost their performance and drive continued business growth. These programs provide education and mentoring, facilitate collaboration between suppliers and identify promising suppliers that meet both current and future procurement needs.

- Consider more forward-looking support measures to strengthen business resilience, such as training or mentoring programs to help WSMEs assess and manage the financial impact of the crisis, go digital, or find new markets.

Setting Up Support Services for Staff on Site and/or Communities

Cooperation with multilateral organizations who already have gathered experience with disaster management can be helpful in order to deliver strong and flexible mechanisms for emergency response by benefiting from their expertise and resources. For example, the "Availability, Accessibility, Acceptability, Quality" (AAAQ) framework contains questions to identify barriers women and girls may face accessing support services.

In addition, the International Federation of Red Cross and Red Crescent Societies developed a good practice checklist for gender and diversity in relief efforts, which has been adapted for this toolkit (see Box 3B).

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TOOL 3.8

BOX 3B | Good Practice Checklist for Gender and Diversity in Providing Support Services[30]

- Collect data on the age, gender, and diversity of the affected staff or community members.

- Ensure that needs assessment and any support teams are balanced for gender and diversity.

- Consult with and seek feedback from both men and women to ensure that services actually meet their respective needs and are socially and culturally appropriate.

- Provide both male and female support personnel.

- Ensure that assistance includes items and information that meets both men's and women's reproductive health needs, including protection against HIV/AIDS and other sexually transmitted diseases.

- Include counseling on domestic violence and alcohol abuse prevention when providing psychosocial support. Ensure this support is sensitive to the needs of some men for help coping with changes in their gender roles, i.e., caring for young children after loss of a spouse.

- Design emergency support services that are responsive to the sociocultural and economic needs and preferences identified by both affected men and women, and keep in mind privacy and safety considerations.

- Identify the possible need to protect vulnerable men and women, including those from ethnic minorities or who are older or disabled. Rigorously monitor, report on, and advocate for the safety of these groups.

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[30] From: "International Federation of Red Cross and Red Crescent Societies. A practical guide to Gender-sensitive Approaches for Disaster Management." IRC: Geneva, 2010.

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TOOL 3.9

Guidance Note on Gender-Responsive Livelihoods Restoration

- » **GOAL:** Ensure women benefit from livelihoods restoration programs
- » **TARGET UNITS:** Community Engagement

Benefits of Integrating Gender into Livelihoods Restoration

A gender-responsive approach to livelihoods restoration is needed because the loss of assets associated with infrastructure projects can aggravate existing gender disparities. Inadequate identification of stakeholders and their needs can lead to inequitable systems for benefit sharing both at community and household levels. This, in turn, will limit impact in improvement of livelihoods and access to resources and services within families and communities. Working constructively with women and men throughout the community engagement process is important to ensure that community benefits are equitably distributed. This will help companies obtain social license and mitigate any reputational risk. In this sense, women are a company's allies in this process.

Companies should consider differentiating potential impacts on communities by sector and by the stage at which the project occurs. For example, construction may create specific impacts on land use, while service delivery may create impacts in related industries that may employ more women than men. Mitigation strategies included in resettlement, grievance mechanisms, empowerment, and other areas must take these differences into account.

The following constitutes an overview of key issues with actions to take in order to ensure that gender is integrated into livelihood restoration plans. Based on the specific context and goals of the company, the application of the suggested measures can range from basic/light touch to intensive and impactful. The suggested actions can be further broken down and expanded upon depending on the context.

Building Resilience

Ideally, an investment will **not only restore, but also upgrade livelihoods and sustainably improve the situation of underserved groups**, going well beyond the "compliance" approach.[31] It can actively work to close gaps and violations of human rights by reducing gender inequality and other pervasive forms of discrimination. An inclusive approach can improve the well-being of entire communities. This can be achieved by

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[31] See also World Bank, "How to Ensure Better Outcomes for Women in Resettlement: A Toolkit." Washington, DC: World Bank Group, 2019.

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using a broad range of tools which can be identified through gender-informed data collection and stakeholder consultations (see **TOOLS 3.5**, **3.6**, and **3.7**). The measures for empowerment should be tailored to men and women as well as other subgroups such as youth, with complementary, but possibly divergent, development trajectories."[32]

Building resilience can be a useful guiding principle, as it is the counterweight to vulnerability and includes the promotion of concerted development and investment approaches and interventions. It also champions complementarity between short-term actions addressing immediate needs and long-term programs that target structural causes and reinforce capacities.[33]

Inclusivity is Key

Success hinges on inclusive approaches that integrate continually, engaging farmers and the local community and placing them at the center of the learning process—for example, through continuous feedback loops.[34]

- **Focus on underserved households** that may be headed by women, minors, or the elderly, by people living with disabilities or chronic illness, or by members of socially or economically marginalized sub-groups within the community (such as displaced households, households below the poverty line, or those belonging to a minority ethnic group). Integrate them as empowered stakeholders with the potential to steer and contribute to the restoration process in unique ways.

- **Integrate community-based organizations and NGOs that represent underserved groups**, ensure their participation throughout the entire project, and offer tailored capacity building to them both at individual and institutional levels.

- To ensure that gender gaps are addressed in the livelihoods restoration plan, **develop the plan** based on the results of

  - National and regional-level data sets

  - Gender analysis of government policies, strategies, and legislation on land use, land rights, land tenure regimes (customary and formal), natural resources, agriculture, financial inclusion, and other livelihoods- related areas

  - Gender analysis of government policies, strategies, and legislation on land use, land rights, land tenure regimes (customary and formal)

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[32] International Institute for Environment and Development – IIED, "Briefing: Gender considerations in the restoration of livelihoods: resettlement from hydropower". IIED: London, UK, 2018.

[33] For an in-depth discussion and good practice examples on the resilience-empowerment nexus, see ActionAid and UK Department for International Development (DFID), "What works for Women?" ActionAid, London, 2011.

[34] Andrea Mottram et al., "Resilience Design in Smallholder Farming Systems: A Practical Approach to Strengthening Farmer Resilience to Shocks and Stresses". The TOPS Program and Mercy Corps: Washington DC, 2017.

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- Vulnerability assessments and gender assessments
- Gender-responsive stakeholder consultations
- National restoration priorities and funding sources

Understanding Household Economics

Households are not homogenous entities. In livelihoods programming, take into account in what ways:

- **Resources, responsibilities, and constraints** are distributed unequally between household members /ex. women have less ownership over land and fewer property rights)

- Women face more **lack of access** or barriers to market, credit, and financial mechanisms and any strategies for income diversification

- Men and women play **different roles at the household level** and contribute in different ways. Care work delivered by household members to look after the disabled, infirm, or elderly, assessing the existing and additional labor that would be associated with reproductive (unremunerated) and productive (cash-income) activities. This is to ensure that new restoration and livelihood activities will not overburden the women who are still delivering the majority of care or reproductive work worldwide.

- Women and men play **different roles in farming systems**. They may produce crops in different value chains, and restoration measures must take into account losses and other impacts for all crops affected. Where community forest resources are affected, the plan would need to account for economic, environmental, and social costs related to the use of communal forest resources by each gender. Another example is fishing communities, where restoration measures would need to recognize that fish are usually caught by men, but women play key roles in fish processing and marketing.

- Women and men may not be affected by **impacts and risks** associated with livelihood loss or resettlement in the same ways and may not respond in the same ways, either.

- Gender roles influence **revenue flow** (ex. women bearing greater responsibility for basic household needs than men).

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BOX 3C | In Vietnam, Women's Skills and Capacity Developed[35]

The Song Bung 4 Hydropower Project in Vietnam was the first hydropower project to receive funding from the Asian Development Bank. It took a proactive approach to advancing gender equality through implementation of a complex resettlement and livelihood restoration process for indigenous and ethnic minorities. Women's skills and capacities were built by upgrading traditional farming practices through skills training in wet rice field development (mostly women); bean and corn cultivation, and vegetable gardening (mostly women); and livestock and fishery (men and women).

Activities related to community-based forest development have also relied on close consultation with and involvement of the minority Co Tu women, including selection of trees to plant, natural forest protection, use of green manure, weeding, and home gardening. In addition, literacy classes have been implemented in the affected villages with majority women participants. The emphasis on targeting women in extension training and use of community-based female extension workers was built on Co Tu women's traditionally important role in agricultural farming and food production.

The new skills and agriculture information helped lessen the drudgery of work in the field. For example, a new bean and corn cultivation pilot technique follows terrain contour lines to improve ease of access by women to their crops on steep slopes and reduce soil erosion in their plots. Similarly, women have been taught how to use green manure and other techniques to increase vegetable production in home gardens. Women were shown to be able to put this new knowledge into use by deciding how to invest their money on a daily basis.

Suggested Interventions

Interventions will ideally be designed to strengthen and build upon the existing asset base of affected populations and underserved groups, including women in particular. These assets, beyond productive resources such as land, can include skills and certification, financial capital, physical and mental health and safety from harm, and social networks. Livelihoods restoration can also include measures that increase access to productive resources, markets, education, and information.

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[35] Asian Development Bank, Navigating gender-inclusive resettlement: The experience of the Song Bung 4 hydropower project in Viet Nam Mandaluyong City, Philippines: Asian Development Bank, 2014,

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A truly transformative approach can contribute to reducing the time women spend on domestic duties such as water collection or food processing by improving access to water, sanitation, and electricity. It would also look into environmental factors such as reduction of the impacts of climate change or the degradation of natural resources caused by infrastructure projects. This can be achieved by joining livelihoods restoration activities with other aspects of a company's social investment strategies.

IFC's Sustainable Infrastructure Advisory Team has partnered with actors on the ground to put in place community investment strategies that have included:

- fostering sustainable and inclusive agricultural production and value chain development
- targeted entrepreneurship programs for boosting women and youth's local businesses
- training and capacity-building programs targeted at women and youth and developed with their stated preferences and needs in mind (for example, on financial inclusion)
- training and sensitization on the prevention, mitigation, and response to gender-based violence for men and women
- training on sustainable agriculture and livestock raising techniques
- providing or enabling access to career guidance and employment support, including the sponsoring of apprenticeships
- providing or facilitating access to vocational and technical training opportunities

Additional measures can include:

- advocacy to improve women's rights to land and natural resources, including within communities
- creating partnerships and alliances with regional and national agriculture, restoration, or resilience networks to enhance inclusiveness of women and marginalized groups
- facilitating access to information and/or legal services relating to employment, work permits, or business registration
- facilitating access to financial services (including savings, money transfers, and loans) to help stabilize household cash flows and provide seed money for household investments in business or training
- enabling access to business support services and entrepreneurship training

Livelihoods in Urban Contexts

In urban environments, it is essential to include informal urban occupations in livelihood restoration plans, analyzing the different types of income that men and women generate. Livelihood restoration in urban settings can draw from the ready availability of training

institutions to offer women new and more lucrative opportunities. In Lahore, Pakistan, an urban resettlement process included a gender survey of women who unanimously expressed the need for better business opportunities and identified training and capacity building in stitching, teaching, using computers, and cooking as their priority needs.[36] Adapted urban livelihood measures are especially important where refugee populations are affected by infrastructure projects, as they often make up a high percentage of female-headed households and often depend on informal and precarious areas of work.[37]

Livelihoods in Conflict Settings

In conflict, post-conflict, or fragile settings, livelihood restoration can contribute to peacebuilding by increasing access to limited resources for people affected by conflict and/or climate change and by building social cohesion through community stewardship of these resources. When implemented with a gender-responsive approach that takes into account the needs of men and women, livelihood restoration measures can help reduce inequalities and achieve sustainable development outcomes. For example, restoring water infrastructure in conflict-affected areas can mean that agriculture, health, education, sanitation, and other critical services can resume.[38]

Knowledge Exchange and Partnerships for Livelihoods Restoration

The exchange of knowledge on key gender issues, strategies, and outcomes in livelihood restoration can aid the identification of best practices and opportunities.

- Circulate all assessments, studies, and knowledge products to national gender experts, working groups, or institutions for peer review to ensure the highest possible level of accuracy.

- Consult other expert groups, especially where agricultural/agroforestry or production or value chains are concerned, as livelihood interventions in this sector are governed by a multitude of influencing factors and risks and outcomes need to be measured with appropriate indicators and tools. Development and also humanitarian organizations often have the needed expertise and can be helpful partners.

- Following interventions, socioeconomic surveys are needed to evaluate the extent to which resettlement outcomes were successful and livelihoods were restored after the project. The surveys should be complemented by independent monitoring and evaluation.

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36 Vincent Roquet et al., "Urban Land Acquisition and Involuntary Resettlement." The World Bank, Washington DC, 2017.

37 UNHCR, "Refugee Livelihoods in urban settings."

38 Ilona Coyle et al., "From Fragility to Resilience: Managing Natural Resources in Fragile Situations in Africa". African Development Bank: Abidjan, 2016.

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BOX 3D | Investing in Women Along Agribusiness Value Chains[39]

The IFC report and guidance "Investing in Women Along Agribusiness Value Chains" calls on the private sector to invest in closing gaps between men and women in agribusiness. It focuses on four different stages of a simplified value chain:

1. Input provision (provision of seeds and fertilizers, for example)

2. Production

3. Post-harvest processing and storage

4. Transportation, sales, and marketing

For each stage in the value chain, the report helps companies identify potential benefits from closing gender gaps. The authors accomplished this by reviewing women's contributions and constraints within each stage, outlining solutions for the private sector, demonstrating the business rationale for making gender-smart investments, and presenting best-practice case studies.

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[39] IFC, Investing in Women along Agribusiness Value Chains, 2016.

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TOOL 3.10

Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms

» **GOAL:** Ensure women participate in participatory monitoring and evaluation as well as in grievance mechanisms for project-affected communities

» **TARGET UNITS:** Community Engagement and/or Independent Gender Expert

About Social Accountability Strategies: Participatory Monitoring and Evaluation and Grievance Mechanisms

Community members—male and female alike—must have a way to express concerns, questions, complaints, or satisfaction about an infrastructure project and specific community outreach activities. That is why participatory monitoring and evaluation processes and grievance redress mechanisms are key.

Such instruments are especially valuable if all voices were not heard and incorporated at the various stages of project development. They are efficient and effective methods to identify existing and potential problems as early as possible and throughout the life of a project. Involving both men and women in the initial design of the processes and mechanisms—as well in their execution—will ensure optimal effectiveness and functionality for all members of the community. This will increase their potential for success, and, in turn, contribute to the smooth operation of the project and community initiatives.

Participatory monitoring and grievance mechanisms take a number of forms, each with its own values and specific implementation techniques. Rather than detailing every technique, this tool provides guidance that can be incorporated into any of the approaches you might consider using.[40] Note that many financial institutions require such mechanisms. For example, IFC Performance Standard 1 requires the establishment of grievance mechanisms to hear grievances and facilitate resolution of affected communities' concerns related to IFC clients' environmental and social performance.

Designing Gender-Sensitive Participatory Monitoring and Evaluation Processes

Participatory monitoring and evaluation techniques (such as participatory rural appraisals, key informant interviews, outcome mapping, and community scorecards) differ from traditional monitoring and evaluation methodologies because they allow the project-affected community to play a role in determining indicators, priorities, and how success

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[40] For more information on designing grievance mechanisms, see IFC's "Good Practice Note: Addressing Grievances from Project-Affected Communities" and CAO's "Grievance Mechanism Toolkit: A practical guide for implementing grievance mechanisms in different sectors."

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of projects and community initiatives is measured. They also give communities ownership over outcomes. (See **TOOL 3.16** for more on community scorecards.) Development institutions are increasingly utilizing participatory monitoring and evaluation techniques because they ensure more accurate analysis of project success.

Diverse members of the community should have the ability to play an equal part in all steps of the participatory monitoring and evaluation process, and they should be encouraged to do so. Here are some ways to facilitate inclusive participation:

- **Set indicators:** Any participatory monitoring technique starts with the definition of indicators of success—that is, a successfully implemented project or delivered service. Allowing those impacted by a service to be involved in determining the metrics by which it is evaluated helps ensure that you are focusing on the key project attributes and services and demonstrating commitment to accountability for these services. It is essential that women in the community are involved in determining these indicators, so that they reflect the priorities of both men and women. Indicators can be determined at the project and program level as well as on a higher level, such as those that can measure increases in women's equality in the community and/or the meeting of their strategic gender needs—such as the percentage of women who participate in community meetings or the percentage of women with access to cash income or land or property titles.

- **Disaggregate the data by gender:** As previously noted, disaggregating data by gender is one of the first steps in integrating gender sensitivity into project and community initiatives. The only way to assess whether a project or program is disproportionately harming women is to view its impacts on women separately from its impacts on men. Programs and policies that appear to be "gender neutral" stand the risk of benefiting men over women and perpetuating or even exacerbating existing gender inequalities. (For more, see **TOOL 3.6**.)

- **Share and analyze data with both men and women:** Results can be developed publicly, such as through community meetings, or confidentially and later disseminated. Take care to ensure equal participation by men and women and that they have equal access to results.

- **Adapt the project or program to reduce negative impacts on women and increase equal benefits:** Gender-disaggregated data should be analyzed against baseline data to determine ways in which the project or program may be inadvertently harming or benefiting men and women disproportionately. Changes and adaptations should be made in collaboration with men and women from the community so they will have a role in ensuring equal benefit from the project.

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Designing Grievance Redress Mechanisms for Women and Men

Grievance mechanisms provide a formal and transparent process for community members to voice their concerns or questions about infrastructure projects. These mechanisms range from a simple approach, such as a box to deposit handwritten complaints, to more complex and formal processes.

Many institutional investors require that project-affected communities have access to a grievance mechanism process. It creates a credible way to learn of community concerns, to allow a company to take the necessary steps to address the issues, thus minimizing risk and safeguarding the company-community relationship.

Obstacles To Participation

Men and women, including vulnerable groups within both communities, may face obstacles when it comes to voicing their grievances about an infrastructure project. These obstacles can range from logistical to cultural challenges, such as:

- Cultural expectations for women or certain vulnerable groups: This may lead them to remain silent about grievances.

- Lower levels of literacy among some community groups: This can make it difficult to express concerns when processes require handwritten submissions.

- Limited familiarity with formal processes: This can occur if the company does not ensure equitable participation in consultations and community meetings.

- Lack of gender-diverse grievance mechanism staff.

- Lack of understanding and knowledge about the community on the part of grievance mechanism staff: They may not be familiar with the issues faced by men, women, and vulnerable community members. They also might lack training on the appropriate handling of gender-sensitive issues.

- Culture-based gender dynamics: In some communities, women are expected to rely on male family members instead of directly accessing grievance processes, law enforcement, or lawyers.

- Reliance on informal grievance structures: Some community groups may be more familiar with informal grievance structures, such as women's associations. Some might believe that it is not their place to participate in formal grievance mechanism procedures.

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Concrete Steps to Enable Equal Access to and Use of Grievance Mechanisms

Here are specific measures your company can take to ensure that men and women alike can make use of the grievance mechanisms you have in place.[41]

- Involve women in the design of the mechanism from the very start.
- Publicize all relevant steps of the grievance process and make sure there is broad reach throughout the community: This includes information on points of contact for access to the mechanism, how to register a complaint, stages and timelines of the mechanism, when complainants can expect to receive communication on the progress of their complaint, and availability of advisory or expert support resources and how they are funded.[42]
- Keep up a steady stream of publicity about the mechanism: This will guarantee that members of the community—including new community members—will remain informed. Engage local community organizations, women's groups, or NGOs to help ensure that the information continues to reach diverse members of the community.[43]
- Examine any potential barriers that might prevent women's equitable access and participation (see list above).
- Ensure that the mechanism is rights-compatible in both process and outcomes. (See the next section for more on this topic.)
- Base the design of the mechanism on the inclusion, participation, and empowerment of all individuals, paying particular attention to vulnerable people.
- Appoint a company gender champion to ensure that men's and women's grievances are addressed equally:
- At a minimum, appoint one gender champion within the community engagement team.
- For best practice and to avoid elite capture, also bring on a democratically elected gender representative from within the community.

Ways to Facilitate Equal Access to and Use of Grievance Mechanisms

Here are some examples of ways to encourage the use of established grievance mechanisms by all community members, male and female alike.

- Do not charge a fee for use.

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[41] Christina Hill and Kelly Newell, Women, Communities and Mining: The Gender Impacts of Mining and the Role of Gender Impact Assessment, Carlton: Oxfam Australia, 2009, 6.

[42] Corporate Social Responsibility Initiative, Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders, Cambridge: John F. Kennedy School of Government, Harvard University, 2008.

[43] Ibid.

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- Provide simple, user-friendly forms, with clear directions.

- Set up more than one method of submitting a complaint so individuals can choose the one that best meets their needs, ensures the confidentiality of their submission, and doesn't prevent them from freely submitting. For example, individuals who are illiterate may choose to submit in person or via an anonymous telephone hotline; others may prefer to submit in writing in order to quickly and anonymously complete the submission.

- Enable access to the process for people who only speak the local language or who are illiterate: Provide assistance and safeguards to ensure the successful filing of their grievance.

- Create an authorization process for third-party complaints: For complaints filed on behalf of someone else, provide a way to confirm that the person filing the complaint is authorized to do so.

- Clearly publicize more than one point of access to the grievance mechanism: Designate at least one independent access point separate from the company, such as a community organization or representative, trade or worker's union or representative, ombudsman, or hotline. Make sure that it is available to everyone, not just to the members of the organization or union they might represent.[44]

- Provide separate locations and consider any additional accommodations necessary to facilitate participation of women and men as needed.

- Ensure the safety and security of locations for both men and women: Access points should be well-lit, easily accessible, not secluded, and not too public.

- Ensure the anonymity of complainants.

- Take every complaint seriously and treat every complainant with respect.

- Consider training for local community groups: In some communities, there may be a preference for informal grievance structures. In such situations, local community groups, women's associations, or women's dialogue platforms can be provided with training so they know how to handle grievances relayed to them. This also will help ensure that your formal grievance process incorporates any grievances gathered in this way.

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[44] CSRI, Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders.

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TOOL 3.11

Design a Gender-Sensitive Resettlement Process[45]

» **GOAL:** Ensure the resettlement process facilitates equal opportunities and minimizes disproportionate harm to women

» **TARGET UNITS:** Community Engagement, Resettlement Specialist, and/or Independent Gender Expert

In cases in which infrastructure projects conduct resettlement of local residents, the most disadvantaged or vulnerable[46] members of the community are the most at risk of further marginalization. They might have the most difficulty reconstructing their lives following resettlement, and yet they could receive the least amount of compensation and assistance from traditional resettlement programs.

To provide the greatest latitude for project-affected people and to allow them to make their own decisions for their post-resettlement life, an inclusive resettlement process—one that is tailored to the specific needs and concerns of each subgroup and that involves full engagement with all community members—is critical.

Compensation for Both Land and Property Owners and Users

When a company negotiates land purchase or resettlement with a project-affected community, resettlement is often designed to compensate the owners of land or property so they can maintain or improve their quality of life and income-generating activity. However, many of the users or residents of the land or property are not necessarily the owners, so an arrangement that only calls for compensation for owners means excluding an entire group of community members—users or renters. Often among the poorest and most vulnerable, they may rely on the land or property as their main source of shelter, subsistence, and/or livelihood. They are at significant risk of losing it all if the resettlement process does not address their situation. In urban environments, renters who are displaced due to a project may be forced to move to an area with higher property values and rental prices, thus putting them at an even greater economic disadvantage. To only include or compensate the owners of the property would be to miss this group of people entirely, and potentially perpetuate urban inequity and gentrification.

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[45] Much of this tool draws from Asian Development Bank Gender Checklist: Resettlement, Manila: Asian Development Bank, 2003.

[46] "This disadvantaged or vulnerable status may stem from an individual's or group's race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status. The client should also consider factors such as gender, age, ethnicity, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources." (IFC Performance Standard 1, page 4).

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One way to ensure that all those affected by resettlement are considered is the approach taken by IFC. IFC Performance Standard 5 requires that "economically displaced persons who are without legally recognizable claims to land…will be compensated for lost assets other than land (such as crops, irrigation infrastructure, and other improvements made to the land) at full replacement cost."

Women at Increased Risk in Resettlement Process

Failure to customize the resettlement process to the needs of the people being resettled could increase the risk that the community—or those most vulnerable, who are often women—winds up worse off than before the project.

In many countries, women are prevented from owning land in their names due to legal restrictions or local customs. A resettlement process that does not account for this could mean that women are more vulnerable to the loss of land or livelihoods—or to inadequate compensation for the loss of land that they, in fact, do own or use. For women whose domestic responsibilities depend on land access, such as subsistence farming, the lack of compensation for resettlement can increase pressure and exacerbate other inequalities within the home.

Resettlement processes that worsen gender disparities can have negative impacts not only for the community, but also ultimately for the company as well. On the other hand, experience shows that gender-equitable and inclusive community engagement strategies with a focus on poverty reduction will help secure stronger social license to operate—the cornerstone of a quality relationship with the community.

"The key to participation is full information. If the affected persons are to exercise their rights to rehabilitation, they must be fully informed."

—Gender Checklist: Resettlement, Asian Development Bank

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FIGURE 3A | How Gender Affects Resettlement Impacts

Women may not have legal or customary rights to hold title on land or property they use	Non-landowners whose livelihoods depend on the land may not be eligible for compensation after resettlement
Men and women may have different levels of participation in income-generating labor	Workers who do not generate income may not receive employment or income/livelihood assistance. This can disproportionately affect women who more often provide unpaid labor in the home
Women are often responsible for gathering water, fuel, fodder, or forest products	Resettlement could increase the distance or scarcity of water, fuel, fodder, or forest products so gathering them could take longer, impacting women's lives and increasing their susceptibility to violence
Men and women may have differing levels of mobility and access within the community, city, or region	Limited mobility makes adaption to location disruptions harder, especially if relocation causes a decrease in mobility and a breakdown of social networks. Fewer social ties also can reduce women's access to finance, often secured through social networks
Men and women may have differing levels of awareness of their legal rights and opportunities	Women in particular may be uninformed about available legal resources and protections
Gender inequality often leads to domestic and gender-based violence	The social and economic changes brought about by resettlement can increase domestic and gender-based violence
Women worldwide have a lower nutritional status on average than men and higher rates of mortality and morbidity	Studies have shown that involuntary resettlement is correlated with a decrease in nutritional status and increases in female mortality and morbidity

When both men and women feel that agreements are beneficial, friction within the household and the community can be reduced. It also can help mitigate the risk of protest and other project opposition that could disrupt operations and alarm investors.

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While this tool focuses on ensuring that men and women are included in developing resettlement plans, it is important to remind users of this tool suite that men and women are not homogenous groups, and that there are varying levels of vulnerability. When it comes to consultations, negotiations, compensation, and options for relocation and livelihoods, the resettlement process must reflect the needs of all members of the community with an inclusive approach that extends to all members of a household. Be sure to account for religious, cultural, and economic differences, such as socioeconomic status, religion, ethnicity, disability, and civil status. Use of the assessment tools featured in this tool suite can help you develop a better understanding of the community's cultural norms, gender dynamics, roles and responsibilities, and diverse subgroups, which will enable a more effective and equitable resettlement process.

Note that this tool is not intended as a comprehensive resettlement guide; rather, it is designed to supplement a company's preexisting resettlement strategy. The goal is to ensure that the strategy anticipates the needs of impacted male and female community members alike with responses that appropriately address these needs before, during, and after the transition.

Guide to a Gender-Sensitive Resettlement Process

Before starting the resettlement process, it is crucial to have in place a gender-balanced resettlement team. This balance can improve responsiveness to community issues and can lead to more nuanced, gender-sensitive resettlement planning. A gender-diverse team also helps facilitate communication with the various segments of the community, since all-male or all-female teams might have a hard time interfacing with certain groups.

Phase 1: Understand and Prepare the Community

This first phase is critical to ensuring an equitable and gender-sensitive resettlement process. The steps are detailed below.

Step 1. Collect relevant, gender-disaggregated data during the assessment stage.

a. Division of labor within the household

b. Role of men and women in decision-making mechanisms within the community and the household

c. Contribution to household income (formal and informal work, financial and in-kind contributions) and livelihood activities

d. Access, control, and ownership of land, property, finances, and other resources at the household level (see next section on land ownership and usage for specific land and property data to collect)

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e. Levels of awareness on legal rights and processes, extent to which rights are exercised, and degree of interaction with officials and institutions such as banks

f. Existence of women's solidarity networks, such as cooperatives focused on production activities

g. Health and nutrition indicators, especially services available to women and vulnerable people

h. Education and literacy levels

i. Languages spoken:

- Female community members in particular, as well as ethnic minorities, older individuals, and/or the less educated may not speak the national language. Fewer may speak the national language in rural areas.

j. Gender dimensions of legal and/or customary use and ownership of land and property:

- Are there gender dimensions to formal and customary laws regarding ownership, transfer, and inheritance of land, property, and natural resources?
- Is the national government a signatory to any international agreements governing resettlement?

k. Formal owners/tenants of any land considered for resettlement

l. Actual users of any land considered for resettlement, regardless of whether they are the formal tenants

m. Returnship (when applicable):

- What land is being returned after project decommissioning?
- To whom is land being returned?

n. Potential impacts and risks from giving money or other benefits directly to men or women:

- Do funds given to men reach the family? Do men include their wives in decision making about the use of these funds?
- When women receive money, do men assume control of it?
- Does giving money to women increase the risk of domestic or gender-based violence?

Step 2. Ensure women's participation in consultation, negotiation, and planning.

a. Confirm that compensation and resettlement programs and safeguards are considered and designed for both owners and users of land.

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b. Ensure that men and women from all socioeconomic groups are fully informed about the project and resettlement process and allow them to review plans through open and accountable processes:

- Schedule community forums and consultations, as opposed to solely one-way information flows, to facilitate dialogue and answer questions from community members.

- Ensure that meetings are conducted in local languages and that prepared information is translated into languages spoken by community members.

- Provide alternative methods of communication for illiterate residents.

- Take special care to include vulnerable women: those in poverty, single, widowed, disabled, or belonging to ethnic minority groups. (In polygamous communities, ensure that not only husbands and their first wives are included, but also that additional wives are included.)

c. Involve both men and women in decision making and the design of the resettlement process at all stages.

d. Include men and women in consultations and negotiations and factor them into all phases of the land and resettlement process, from planning to implementation, as opposed to limiting consultation to community leaders, who are often men.

e. Use techniques and accommodations as suggested in this tool suite to secure the presence of both men and women from all socioeconomic groups:

- Schedule consultations at times and locations convenient for both men and women.

- Arrange childcare or transportation if necessary.

- Convene separate meetings with men and women and/or have corresponding gender facilitators for gender-specific groups: This can be especially useful in gathering differing views on sensitive issues such as water, sanitation, hygiene (including toilets), house plans, and domestic and gender-based violence.

- Use participatory rural appraisal techniques[47] such as time use analysis, agricultural calendars, focus group discussions, and transect walks to uncover data and encourage participation of men and women.

Step 3. Determine budgeting and finance options conducive to the sustainability of resettlement services.

a. Adequately analyze the full cost of resettlement and have a contingency budget: This will reduce the risk of adding to the community's financial burden and contributing to poverty.

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[47] For more information on participatory rural appraisal (PRA) techniques, see Robert Chambers, "The Origins and Practice of Participatory Rural Appraisal," World Development, Vol. 22, no. 7, 1994: 953-969.

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b. Identify services in need of community funding: Communities may need financial contributions in support of long-term operations and maintenance of services.

c. Consider partnering with government or NGOs for long-term financing of services.

d. Include specific line items in the budget for gender activities and communicate this information to women so they are aware that the funds exist.

e. Establish a monitoring process: This will ensure that the funds are used for their intended purposes.

Phase 2: Work Collaboratively and Equitably with Community for Resettlement and Compensation Programs that Meet All Needs

Involving male and female community members on resettlement location and structure, assistance programs, and support services is the only way to ensure that the process meets all needs and enables equal access and benefit. In addition, participation of men and women in decisions related to resettlement design and process increases the likelihood that it will benefit the community as a whole.

Here are the steps to follow in designing a tailored, inclusive, and gender-equitable resettlement and compensation program.

Step 1. Use innovative approaches to enable women's access to benefits.

a. Ensure that both spouses are aware of, have a say over, and agree on the compensation packages.

b. Consider alternative strategies to determine compensation, based on real impacts of resettlement, in situations where men and women have unequal ability to own land or property:

- This effort might include exploring local customs for hidden bias: For example, in situations where a divorced, widowed, or single woman lives with her adult sons, be sure to account for her land use patterns when determining compensation.

c. Create a transparent compensation process:

- Make sure that the information is available to all men and women, and not just to the male and female heads of the household.
- Provide information in the languages spoken by community members as well as alternative methods of communication for the illiterate.

d. Consider varied/alternative means of compensation—cash, check, or bank account— to give affected individuals options based on the best fit with their needs:

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- Direct deposit into bank accounts (when bank account usage is prevalent by both men and women) could be the best option, since compensation received in cash is sometimes spent quickly and might not be available for family needs.
- Listen to potential differences in preferences between women and men: Men may prefer cash compensation while women may favor another option.

e. Consider giving men and women their compensation directly or depositing it into joint bank accounts: This will ensure that both men and women have financial access and that funds withdrawal will require joint signatures:

- If national, regional, or local laws prohibit direct monetary compensation for women, consider alternative forms of resettlement assistance packages or other options to ensure equitable compensation.
- Assess potential risks that could arise as a result of giving money or other benefits directly to men, rather than to women, such as increased risk of domestic or gender-based violence:
  - Consult with both men and women as part of this process.
  - If potential risks are determined, look at ways to mitigate them.

f. Make sure that female-headed households receive the same benefits as male-headed households:

- Get to know the intricacies of the nontraditional households within the community.
- There could be households within households that are entitled to receive their own resettlement compensation and assistance in the name of the female head of household. For example:
  - Female-led households headed by a divorced or widowed woman may reside within their parents' or larger families' households and may include multiple generations. In some countries, it is also common for multigenerational families to live together.
  - In some countries and within some communities, polygamy is common and often results in the first wife receiving resettlement measures while the remaining wives may not be considered equal beneficiaries. In such situations, implement measures to ensure equal access for all spouses to resettlement consultations and benefits.

Step 2. Support equitable access to formal land tenure, property ownership, and compensation.

Women may have difficulty exercising their rights as title or property holders, or they may have less access to formal land ownership. Efforts to document ownership status and ensure compensation that reflects actual ownership status are critical. Provide assistance to support equal access to:

- National identity documents, often needed to establish title.

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- Bank and postal accounts in each individual's name: Alternatively, establish husbands and wives as joint signatories on bank accounts, as often only husbands' names are listed.
- Land titles: Divorcees and widows are in particular need of assistance here. In many countries, they may face cultural, political, or legal difficulties in accessing their right to their land. Also note that in some contexts, women who hold the formal title to land may still face cultural, procedural, or customary law barriers to exercising this right.

Step 3. Make sure that support for alternative livelihoods meets men's and women's needs. Provide opportunities or plans for women and men who were employed by the project or who had income- or subsistence-generating activities linked to the project, such as:

a. Skills training or employment opportunities:
- Men and women may have had different access to education and training opportunities. When a company offers alternative options for employment after resettlement, keep in mind that there may be gender disparities in who is eligible for these new employment opportunities. Providing training opportunities for these new positions will allow for more equal access to alternative livelihood and employment opportunities.
- In situations where women's work is concentrated in smaller, less formal sectors, such as selling goods, domestic work, gathering forest products, or working in fields, women may be particularly vulnerable to losing their source of income during resettlement, especially if they do not have the same access to land, transport, markets, or customers. It is essential to include these informal economic activities in resettlement plans and offer comparable or better alternative livelihood options.

b. Access to credit and microfinance schemes

c. Compensation for loss of income (even for informal income) and loss of assets (including natural resources such as rivers or agricultural land): Note that such compensation should not be viewed as a substitute for sustainable, long-term livelihood opportunities.

Step 4. Involve both men and women in resettlement site selection and housing design.

Site selection and housing design may affect men and women differently. In some circumstances, women might not adapt as easily, given their gender roles, responsibilities, and levels of mobility. Involving men and women in the selection and design process ensures that all new infrastructure and resources meet the needs of the entire family.

a. Site selection: Failing to involve both men and women in these important decisions could pose risks for decreased access to resources, employment, education, healthcare, or markets, as well as reduced safety and security.

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- Make sure that the new location does not restrict access to markets, food, water, or other resources for any reason, including increased security risks and vulnerability.
- Check that the new location is not in an ecologically or geologically unsafe, polluted, or otherwise vulnerable area.
- In rural contexts, make certain that the soil quality at the new location is the same or better than the original location to facilitate equal or improved food security.

b. Home construction and design:

- Discuss preferences on settlement, housing structure, and design with affected male and female community members alike.
- Consult with men and women equally on whether they prefer to receive funding and materials to build their houses themselves.
- Consult with both men and women on other forms of support they might need.
- Have a plan in place to ensure that basic needs are met during the transition phase between the original community/housing and the new housing. This is particularly important for women, children, the elderly, and vulnerable people.

Step 5. Guarantee equal or improved access to civic infrastructure, including water, sanitation, and fuel resources.

This effort includes making plans to maintain the infrastructure. It is possible that the government could assist with provision of water (wells), waste disposal, sewage, or other services, so be sure to check on the availability of public resources.

a. Incorporate access to key infrastructure in the resettlement process, including:

- Roads and other transit/mobility options: This will ensure access to basic infrastructure, schools, healthcare, and other essential places, as determined by the community. Note that consulting women to ensure that their transit needs have been met is essential in contexts where women have lower mobility than men. This also involves further questioning to determine the arrangements needed to accommodate women's transit needs during the transition period and in the new location. Make sure to include single, pregnant, elderly, female-headed households, and any other vulnerable groups in these consultations.
- Sanitation facilities such as toilets and bathing facilities: If the plan is to build communal facilities, consider adding lighting to increase women's safety.
- Water sources: In situations where women are responsible for water collection, be sure to involve them in decisions about the siting and design of water-related infrastructure, such as taps and wells. This will help guarantee equal access and increase the chances that they will maintain the facilities.

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b. Ensure that access to basic resources such as fuel and water is maintained or improved in the new location: Often, women and girls are responsible for gathering these basic needs, so a resettlement that makes these resources harder to find or puts them at a further distance away can increase women's time poverty, creating negative consequences such as girls dropping out of school to help their mothers at home.

c. Consider using resettlement as an opportunity to introduce new stove technologies: This effort should involve input from men and women alike, particularly in situations where men and women may have different responsibilities for purchasing stoves—as opposed to using them. New stoves can reduce fuel collection time. They also lower the risk of the indoor air pollution that can lead to respiratory problems in women and children, who are often in closest proximity to operating stoves.

d. Divide the responsibilities for waste disposal and sewage management between the government and the community: Women and men should be included in any applicable trainings.

Step 6. Guarantee equal or improved access to social infrastructure and social services.

Consider using relocation as an opportunity to introduce services that the community needs but does not have. Assess whether government or NGO involvement can be secured for some of these services, such as connecting schools or healthcare centers to the national or regional systems. Make sure the effort includes plans for longer-term maintenance of these services. Consult with local women about the community's needs for:

a. Schools and educational infrastructure

b. Hospitals and healthcare centers

c. Childcare centers/services

d. Places of worship

e. Other social services and infrastructure that could meet their needs or aspirations

Step 7. Put in place a gender-sensitive grievance mechanism process.

For more on setting up a gender-sensitive grievance mechanism, see **TOOL 3.10**.

Step 8. Set up a gender-sensitive monitoring and evaluation process to evaluate the resettlement process.

The monitoring and evaluation should enable the identification of shortcomings and gaps to be addressed in order to secure the wellbeing of the community, including women and other vulnerable groups. For more on this, see **TOOLS 3.15** and **3.16**.

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TOOL 3.12

Create Community Development Initiatives that Benefit Both Men and Women

» **GOAL:** Ensure that community initiatives are designed to reflect priorities of men and women in the community

» **TARGET UNITS:** Community Engagement

In addition to assessing community status, impacts, and development objectives, many companies plan activities to promote community development. Such efforts include support for local economies, supply chains, and infrastructure. For rural communities that are underserved by government services, company activities and public-private partnerships can be important means of service delivery. These programs benefit both the community and the company. They facilitate positive relations, helping to achieve and maintain social license and smooth, uninterrupted project operations.

Including men and women in decisions about the type and structure of the company's community initiatives is critical to achieving real and sustained development and progress.

This tool provides suggestions on incorporating men's and women's perspectives and needs in equal measure as the type and design of community development initiatives are determined. This includes ensuring gender-equitable access to and benefit from activities, as well as initiatives specifically geared to promote the economic and social empowerment of women.

Designing Gender-Equitable Community Initiatives

The following recommendations for designing gender-equitable community initiatives will help you optimize impact and sustainability:

• Make sure that gender is integrated as a strategic priority in the design of multi-year community development plans.

• Use the information gleaned from your gender-sensitive baseline community and social impact assessments (see **TOOLS 3.5** and **3.6**) as key inputs in the design of your strategic community plan and specific community initiatives.

• Include men and women at all stages of consultation for planning and implementation of community development activities:

  • Make sure to involve diverse participants from all social and economic strata to avoid elite capture.

  • If necessary, conduct separate meetings with men and women at times, in places, and in languages that will support their active participation (see **TOOL 3.7** for detailed guidance).

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- Keep the community regularly informed of progress towards delivery of initiatives and other commitments. This management of expectations could prevent unrest in the case of implementation delays.

- Engage women and men in monitoring and implementation of the initiatives (see **TOOL 3.15**).

- Provide constructive guidance, based on the baseline and social impact assessments, to encourage input from women who have not previously been engaged in consultations or community program design. Initially, it might seem as if the women lack ideas. But this could be due to limited exposure, since past programs may have only served to reinforce traditional roles and opportunities.

- Look for opportunities to link economic and social empowerment activities with the company's local supply chain needs, which can greatly help with social license and the economic resilience of the local community:

  - Collaborate with local procurement/sourcing colleagues to identify needs that could be filled through local sourcing.

  - Use this information as a basis for community consultation on designing community training or providing other support (such as access to finance) that could enable the expansion of local sourcing. (See **TOOL SUITE 2** for detailed guidance on increasing integration of women-owned businesses into the supply chain.)

  - Collaborate across departments to share activity costs.

- Gain consensus on community priorities and make sure that initiatives align with these priorities: Sometimes communities agree to activities proposed by companies or development professionals even if they do not fit priorities, climate, or needs. Ensuring that activities genuinely align with community priorities will lead to higher success rates and, ideally, more positive impact for women.

Implementing Gender-Equitable Community Initiatives

Here are some recommendations to guide you on gender-equitable community initiatives:

- Ensure that both men and women have equal opportunities to play a variety of roles in community programming: For instance, take steps so women can assume leadership or management positions in community management of outreach activities. This is not only a way to increase the social impact of activities, but also an opportunity to provide women with leadership opportunities.

- Stay informed about the community and gender initiatives of other companies, donor agencies, and NGOs in the area: This will avoid overlap and uncover opportunities for collaboration. Partnering with others also could help ensure sustainability after the project cycle ends and the company leaves the area.

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BOX 3E | Examples of Community Initiatives with Specific Benefit for Women

This list highlights activities that have been implemented in communities to offset potential negative project impacts that disproportionately affect women and to promote women's economic and social empowerment.

- Capacity-building for female subsistence farmers: Examples include training on how to boost agricultural productivity and output.
- Capacity-building for female microentrepreneurs: Examples include training on marketing or financial literacy.
- Capacity building and financial support for local and regional women's organizations: Such efforts also contribute to community self-sufficiency and reduce the risk of overdependence on the company.
- Infrastructure projects to reduce women's time poverty.
- HIV/AIDS awareness programs: This includes counseling, screening, public service announcements, and free condom distribution, which benefit both men and women. Note that in many contexts, women may have less autonomy over sexual behavior and/or family planning options, so community-wide public health programs can have particularly strong impacts on women's ability to exercise healthy behaviors.
- Counseling, support, and shelter for victims of domestic and gender-based violence and alcohol and drug abuse: Such programs should be provided by trained experts and could be conducted in partnership with governments or civil society.
- Gender-based violence education and awareness: Programs should target both men and women to increase understanding of the consequences, legal implications, and broader impacts on the family.
- Gender-based violence education, awareness, and capacity building for local municipalities and authorities in order to ensure that they are better prepared to respond.
- Programs to encourage girls' primary and secondary education: Such efforts might involve partnering with governments and include initiatives such as subsidy programs to encourage families to keep children in school, rather than sending them to work or help with household chores.
- Health programs or improved infrastructure to facilitate increased access to healthcare.
- Education programs or improved infrastructure to facilitate increased access to education.

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TOOL 3.13

Create Local Economic Development and Empowerment Opportunities for Women

» **GOAL:** Develop activities that promote women's economic empowerment

» **TARGET UNIT:** Community Engagement

Creating economic opportunity—in the form of employment and use of local suppliers—is one of the most clear-cut ways in which infrastructure projects can contribute to the communities surrounding their operations (For detailed guidance on creating gender-equitable employment and local supplier opportunities, see **TOOL SUITES 1** and **2**).

For women not engaged in formal employment or the supply chain, however, economic activities developed through community engagement activities can often support broader social and economic development by helping them build capital and control of resources. With this comes access to information, influence, and status. Building local businesses that are independent of the natural resource company makes these enterprises more sustainable throughout the various phases of the project, as well as after the project ends.

TOOL 3.12 addresses the establishment of vital community and social support services. By contrast, this tool provides guidance on creating programs that directly target women's economic development and empowerment, giving women a path to increased economic and social independence. In turn, they will be able to make positive, long-term contributions to their families, communities, and themselves.

Use this tool in tandem with **TOOL 2.7** in the Supply Chain tool suite, which offers strategies for supporting the development of local women-owned businesses. Note that economic development and empowerment activities can overlap in scope. As with **TOOL 3.12**, women and men alike can benefit from many of the initiatives suggested here. Still, the focus is squarely on ensuring women's access to such programs, which will eliminate barriers and facilitate the broader goal of progress toward gender equality.

Designing Programs for Women's Economic Development and Empowerment

Here is some guidance on designing programs aimed at boosting women's economic opportunities and empowerment.

- Involve both women and men in programs whenever possible: This approach ensures benefit for all members of the community. It also contributes to men's acceptance of the programs, reducing any potential resistance if men believe that women have been unfairly favored. (This could also expand understanding of gender equality and

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challenge traditional concepts of gender to show that certain programs or activities are not strictly "for men" or "for women.")

- Be sure to choose programs that will be relevant to the local context and markets to enhance the chances of success and sustainability. For example, before deciding to train women to make and sell a particular good or product, it is recommended to conduct a market feasibility study or to discuss the idea with community members or businesses in the areas to find out current levels of supply and demand for the product.

- Be sure to think beyond traditional goods and services normally associated with women (baked goods and textiles, for example). When conversing with women to come up with an idea, consider also suggesting ideas that may be new to them or their community.

- Mitigate potential gender role-related consequences: Women's participation in economic empowerment programs could detract from their traditional gender roles. For example, they may not have as much time for their domestic work. (This could have dangerous unintended consequences, such as increases in gender-based violence in the home.) Mitigation strategies could include:
  - Facilitating childcare for working families
  - Facilitating support groups for working women and families
  - Improving technology and infrastructure to reduce domestic burdens and strengthen market access
  - Lighting to allow women and children to work and/or study after dark
  - Wells to speed up water collection
  - Mills to speed up processing of grain
  - Electricity to enable operation of such infrastructure, as needed

Women's Empowerment Framework

For more guidance when considering which community initiatives might have the highest success rate in terms of empowering women in the specific community in which you are operating, the Women's Empowerment Framework developed by Sara Hlupekile Longwe, a Zambian gender expert, can help.[48] This framework enables assessment of a project's contributions to gender equality and women's empowerment. It helps you determine whether the project will address women's needs and interests and whether it will encourage women's participation and control during the decision-making process. The framework defines five progressive levels of equality, in order from highest to lowest level of empowerment:

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[48] For more, see: "A Conceptual Framework for Gender Analysis and Planning," an online learning module of the International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team.

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- **Control:** The ability to exercise agency and maintain balance of control between women and men over the factors of production.
- **Participation:** The ability to participate in consultation and decision-making processes. In a project context, this means active involvement in needs assessment, planning and design, implementation, and monitoring and evaluation.
- **Conscientization:** The awareness of gender roles and relations, and the understanding that gender division of labor and of benefit streams should be fair and equitable to both women and men.
- **Access:** The ability to access key factors of production (land, labor, credit, training), and project benefits.
- **Welfare:** The ability to access nutrition, health, medical care, and other key determinants of material wellbeing.

The framework also distinguishes between women's issues and women's concerns and helps identify how well the project design reflects women's issues.

By customizing charts such as the one shown in Table 3I based on a specific project or initiative, the information can assess the degree to which a project or initiative addresses women's empowerment. Work in tandem with the women who will participate in the programs to complete the chart, which also can be used for input as part of the larger participatory monitoring and evaluation process.

TABLE 3I | Women's Empowerment Framework Form

LEVEL OF RECOGNITION OF WOMEN'S ISSUES

LEVEL OF EQUALITY	NEGATIVE	NEUTRAL	POSITIVE
Control			
Participation			
Conscientization			
Access			

BOX 3F | Programs to Encourage Women's Economic Independence and Empowerment

- Adult literacy programs
- Financial literacy programs and women-to-women savings schemes
- Employment counseling, vocational training, and business skills development: Programs can either prepare women for employment or business opportunities that currently exist in the local area:
- Direct employment with the infrastructure company, local supplier development, jobs at other firms, or for aspirational roles to fill a new local business or market need.
- Promotion of women's entrepreneurship through:
- Startup grants or access to microfinance and microcredit schemes: Before deploying such tools, be sure to find out about any financing gaps that would make entrepreneurship training futile. (See Chapter 1, section III of UN Women's "The power of procurement: How to source from women-owned businesses" to learn about the unique challenges women face in accessing financial, social, and human capital.) Work in tandem with financial institutions to offer startup grants or access to microfinance and microcredit schemes.
- Opportunities for women's entrepreneurship that tie into local markets and/or local supplier development in the infrastructure project's supply chain.
- Tourism or handicraft opportunities, depending on local context: Do not rely solely on such options, since there is often little market access for them.
- Support for women's land and property ownership and land titling.
- Affordable social housing programs for female-headed households or other vulnerable members of the community.
- Training and other programs to build women's confidence: This includes instilling the belief that they have the power to bring about change.
- Scholarships and apprenticeship programs for women and girls to increase their access to education and skills training: Such programs can be general in nature or specific to the project's sector.

TOOL 3.14

Guidance Note for Building a Women's Entrepreneurship Community

» **GOAL:** Support companies in creating a vibrant women's entrepreneur ecosystem

» **TARGET UNITS:** Community Engagement, Procurement

Companies that stand by their suppliers realize business benefits. They find that their suppliers are loyal, offer bigger discounts and deals, and help manage supply chain risks by proactively notifying them about supply issues. A forward-thinking approach that companies are deploying involves supporting suppliers with complementary solutions to form successful partnerships so that collectively they can win larger bids. This leads to company benefits such as lower procurement costs, innovative solutions, and supplier growth, which can strengthen the company's supply chains.

Women-owned enterprises account for a third of all businesses operating in the formal economy globally. In emerging economies, the majority of women-owned enterprises are micro or small enterprises.[49] Evidence suggests that women tend to start businesses with more emphasis on social or environmental goals.[50] Investment in building a women's entrepreneurship community can enhance local content and procurement and help to strengthen livelihood and resettlement efforts, while also building more resilient communities that fully benefit and are able to engage with infrastructure projects. It also can increase women's opportunities to access income and contribute to development and job creation. The business case for working with women entrepreneurs has been described in more detail in **TOOL SUITE 2** of this toolkit, as well as the IFC publication "Investing in Women" (2017).[51]

This tool details the main types of interventions that can serve to fill gaps in the women's entrepreneurship ecosystem. It is structured into five broad categories of support: (a) creating an enabling environment; (b) access to finance and capital; (c) access to coaches, mentors, and business networks; (d) business education and skill development training to foster personal agency, personal initiative, and entrepreneurial mindsets; and (e) inclusion of men.[52] Based on the national or regional context, companies can choose which category to focus on in order to sustainably strengthen the ecosystem, determining where they can make most of a difference while also considering complementarity with existing initiatives.

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[49] ILO, "Women's Entrepreneurship Development: Encouraging women entrepreneurs for jobs and development", 2016.

[50] Hechavarría, D. et al., "Taking Care of Business: The Impact of Culture and Gender on Entrepreneurs Blended Value Creation Goals", *Small Business Economics*, 2017. 48.1: 225–57.

[51] IFC, Investing in Women: New Evidence for the Business Case, 2017.

[52] This chapter partly leans on the excellent analysis by gender and economics specialists Shankar, Elam, and Glinksi in their article "Strengthening the Women's Entrepreneurship Ecosystem within the Energy Sector", published in collaboration with ENERGIA and IDS Bulletin in 2020.

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BOX 3G | WeConnect Virtual Matchmaking[53]

In June 2020, WEConnect International, with the support of IFC and the Women Entrepreneurs Finance Initiative (We-Fi) and others, hosted a series of virtual business matchmaking meetings with WEConnect International's certified WSMEs in Latin America and the Caribbean. This virtual matchmaking was comprised of five meetings across different product/service categories (technology, business services, communications and marketing, agricultural and food products, and COVID-19 products and services). During each meeting, procurement teams and purchasing decisionmakers from participating corporations shared information about their acquisition processes and opportunities. This was followed by short business pitches delivered by the participating WSMEs. One month after the event, four corporate buyers had expressed interest in follow-up meetings with 18 WSMEs in various product/service categories.

Thousands of small suppliers feed midsized suppliers, which, in turn, feed large corporations. The COVID-19 pandemic was a threat to these ecosystems, and the livelihoods of the individuals employed by small suppliers, including women-owned businesses.

Creating an Enabling Environment

Often, social norms discourage female entrepreneurship, and systemic barriers confine them to small scale and informal business. Therefore, an enabling environment must be created. The **enabling environment** starts from within the companies, institutions, and projects that are looking to work with and/or support women entrepreneurs. Infrastructure companies should first take steps to make their own supply chain management and service provision activities more inclusive of women.

Some best practices for working with women entrepreneurs are listed here, but in-depth guidance is provided in **TOOL SUITE 2** of this toolkit (Women-Owned Businesses and the Supply Chain):

- Self-assessment for service providers to develop action plans that contribute to improving service provision and outreach to women entrepreneur clients.

- Gender awareness and diversity training for suppliers and service providers is essential in developing their capacities to serve the needs of both female and male entrepreneurs.

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[53] This was copied from IFC, COVID-19 and Gender Equality: Six Actions for the Private Sector, 2020.

- It is also crucial to carry out **gender-sensitive value chain analysis** to understand how to better integrate women entrepreneurs into different parts of the value chain, both horizontally (integration with other entrepreneurs at the same level of the chain, such as networking and exchange) and vertically (building an understanding of all links and dynamics within the value chain and one's own role and agency within the hierarchy).

Next, companies can enhance an enabling environment "out there" in the contexts and communities with which they seek to interact:

- Draft and implement action plans for better value chain integration of women entrepreneurs.

- Recognize and celebrate women entrepreneurs, for example through "Month of the Woman Entrepreneur" campaigns to promote women entrepreneurs' contributions to the economy and society.

- Work with media outlets (TV, radio, newspaper) to highlight stories of female entrepreneurs building companies that inspire.

- Build—and/or connect local women with—women-focused networking events as well as online forums and groups targeted at women. This can allow them to learn from other's mistakes, share knowledge, make connections, learn new business skills, and keep abreast of business trends.

- Sometimes, it may be necessary to enhance, rehabilitate, or build the needed infrastructure for women entrepreneurs to thrive, such as providing markets, warehouses, workshops, or office spaces.

BOX 3H | UNOPS New Market Means Increased Economic Opportunities for One Somali Town[54]

During the construction of Bossaso's new local market in northern Somalia, the United Nations Office for Project Services (UNOPS) emphasized gender mainstreaming through community engagement and skill-building training. The market represents the central economic area for the community and in particular for women traders that include minorities such as Yemeni refugees. During the project, UNOPS engaged and consulted with nearly 2,000 female and male entrepreneurs to inform the design and construction of the market to ensure it met the needs of the end users and to increase the sense of ownership over the final product. In addition, over 200 traders, 90 percent of whom were women, received business skills training and business startup kits. The newly constructed market, combined with the new skills acquired, helps local traders generate higher income to support their families and contributes to economic development and stability in the region.

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[54] UNOPS, "New market means increased economic opportunities for one Somali town", 2017.

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Access to Finance and Capital, Including Time Capital

Challenges for women when accessing financial capital (both money assets and financial services) can include lack of ownership of land or assets (leading to lack of collateral for loans), low bankability of women, or discriminatory banking practices. To counteract this, infrastructure companies can look into programs and partnerships that provide startup capital. This can be done through **micro-loans, micro-consignment, supplier credit, or equity investment.**

At the same time, women entrepreneurs need financial literacy to increase their capacity to manage their finances and enable them to select the best suited financial products for their needs. Just like any new skill, fundraising and investing requires training and education. It is important to know which documents are imperative for proper due diligence, how to value a small enterprise that has no true assets, etc. Therefore, **financial support should be connected to training activities.**

The availability of time to put into business-related activities can also be considered a type of capital. As women carry the main responsibility for household tasks in most contexts, this limits their ability to engage in entrepreneurship. To save women time, companies can **look into programs and partnerships to enhance energy access, especially in the form of electricity, which women can use for wide range of domestic and productive uses as well as entrepreneurial activities**. Similarly, any entrepreneurship programs mentioned in this guidance should take into account women's time needs, for example by **scheduling meetings and events at times that correspond to school timetables, that offer childcare, or offer online participation.**

BOX 3I | Supporting Women in Growing Their Businesses: ScaleX[55]

ScaleX is an IFC-led initiative launched in partnership with We-Fi to help close the gender financing gap. Women entrepreneurs in emerging markets face a daunting gender finance gap when it comes to growing their startups, with only 11% of enterprises that actually attain seed funding being women-led. Research developed by IFC and the World Bank Group Gender Innovation Lab in partnership with Village Capital shows that despite women leading half the startups that participate in accelerators, they continue to face greatly unequal access to capital. To close this gap, the ScaleX program incentivizes accelerators supporting women entrepreneurs with bonus payments of $25,000 for every women-led business that it helps raise at least $1 million from investors. These bonuses provide an avenue for venture capital funds to commit to investing in women entrepreneurs in emerging markets and will catalyze a total of $40 million into women-led startups in its pilot phase.

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[55] Learn more about ScaleX on the IFC website.

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Access to Coaches, Mentors, and Business Networks

Female entrepreneurs, especially in emerging economies, need access to mentors and expanded networks through which they can access or mobilize resources needed for business creation and growth. One way to foster this is to engage women through groups that offer mutual support and help pool funds such as cooperatives or savings and loans groups. These structures can also support women in gaining a voice within their communities and to change social norms. In order to build a thriving women's entrepreneur ecosystem, it is essential that companies think of ways to offer coaching and mentoring to individual entrepreneurs. In more remote settings, this can also be achieved by using digital communication.

BOX 3J | Strengthening Women Retailers in Turkey[56]

To address the gap between men and women in its supply chain, Boyner Group, which is Turkey's largest retail corporation, partnered with IFC to launch the Supply Chain Women Entrepreneurs' Empowerment Program in 2014. The program, commonly known as the "Good for Business Program," aimed to train the company's women-owned suppliers—enhancing their ability to obtain financing and improve business performance. The program trained women entrepreneurs and developed women's market and network and finance opportunities. Training workshops combined classroom instruction and coaching clinics with certified business and management trainers. Benefits included the establishment of a peer network among the participants, improved business planning and motivation, and enhanced business networks as well as relationships with banks and other companies.

Business Education and Skills Development

Training for women entrepreneurs must focus not only on expertise, education, and training credentials, but also **foster personal agency, personal initiative, and entrepreneurial mindsets**. Research suggests that women entrepreneurs are much more prone to low confidence and strong reluctance to take risks in the face of a decidedly clear bias against women business owners.[57] This means that training should go beyond the "business as usual" training typically included in entrepreneurship training programs, which tend to focus on accounting, financial planning, pricing and costing, marketing, and inventory management (even though this is still highly relevant and can be adapted to all levels and sizes of businesses—for example, the ILO has developed a module for semi-literate entrepreneurs called "GET Ahead").[58]

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[56] IFC, Case Study: Boyner Group's Supply Chain Strengthens Women In Business.

[57] Shankar, Elam, and Glinksi in their article "Strengthening the Women's Entrepreneurship Ecosystem within the Energy Sector," published in collaboration with ENERGIA and IDS Bulletin in 2020.

[58] Susanne Bauer, Gerry Finnegan, and Nelien Haspels, "Gender and Entrepreneurship Together: GET Ahead for Women in Enterprise: Training Package and Resource Kit", Bangkok, Berlin, and Geneva: International Labour Office, 2004.

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Entrepreneurial training that builds on psychological mechanisms that enhance personal initiative for the self-employed has been shown to yield better results in terms of increasing both sales and profits. This was proven by a study that sampled 1,500 microenterprises in Lomé, Togo, and compared the outcome of traditional business training and personal initiative-enhancing training. The latter type of training yielded better results (personal initiative training increased firm profits by 30 percent, compared with a statistically insignificant 11 percent for traditional training).[59] While this outcome was similar for male and female owned businesses, women need the "entrepreneurial mindset" training more urgently than men due to the cultural constraints they face from a young age that associate "entrepreneur" with "male."

Infrastructure companies can decide to take the essential step of **creating accelerators**, entities designed to train and support the development of startups to become investment ready. However, in many developing contexts where women run micro-enterprises, accelerators need to start "from scratch" and act as training schools at the same time, because some entrepreneurs may lack basic business and related skills. The scope of what the accelerator delivers depends on the level of competence and potential of the companies it aims to benefit. Participation in such initiatives will help **women entrepreneurs learn how to define and express key performance indicators, understand value chains and markets, and polish their investor presentation**. This is also where women entrepreneurs can learn more about fundraising and how to reach out to investors and secure investments.

Inclusion of Men

Since men are more likely to start a business and since entrepreneurship is widely seen as a male pursuit, women face major penalties of credibility and status as entrepreneurs starting and growing companies. Growing evidence indicates that the involvement of men in programs aimed at women's economic empowerment will substantially boost the effect of these programs on women and their families. Efficient strategies for this purpose include the provision of capacity-building programs that enable men to pursue more constructive and gender-equitable masculinities, the promotion of the benefits gained by men from women's economic empowerment, the promotion of men's positions in care work, the involvement of men in women's training, and the identification and promotion of gender champions.[60]

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[59] Francisco Campos et al., "Teaching personal initiative beats traditional training in boosting small business in West Africa", 2017, in *Science* Vol. 357, Issue 6357, pp. 1287-1290.

[60] ILO, Engaging Men in Women's Economic Empowerment and Entrepreneurship Development Interventions.

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MONITOR AND SUSTAIN: TOOLS 3.15–3.16

Monitoring and evaluation are both essential in measuring baseline information and the positive and negative impacts of your project and community initiatives. Gender-specific indicators about economic, environmental, and social aspects of the project and community initiatives will allow you to assess what is working, what is not working, and where changes need to be made. These indicators give you a way to measure the extent to which attitudes toward your company's project are changing and the reasons for the change. A careful and thorough monitoring and evaluation process is the only way to determine the effectiveness of your community engagement projects and programs in narrowing gender gaps in project-affected communities. It is important to note that monitoring tools are more impactful when they are part of a larger action plan (such as a gender action plan) that ties indicators to specific actions, timelines, and responsible parties within a company. The indicators should also be binding at the highest leadership level of a company; i.e., accountability and reporting should be reported to senior leadership.

Design of Monitoring and Evaluation Processes for Community Engagement Initiatives

If possible, the monitoring and evaluation should include participatory processes that involve women and men from the community, such as participatory rural appraisals, key informant interviews, outcome mapping, and community scorecards (See **TOOL 3.16** for more on this.) Other useful instruments include supplemental quantitative surveys and evaluations with both mixed and same-sex focus groups. Key elements of a careful and comprehensive monitoring and evaluation process include the following:

- Evaluation of activities' positive and negative gender impacts

- Monitoring that is well organized, carefully planned, and frequently recurring: Build this into your multi-year project and community engagement plans and budgets.

- Activity-specific customization

- Partnership with the community to ensure diversity of gender, race, and socioeconomic status: Community members should be involved at all stages, from the designing of indicators to ongoing data collection and monitoring and the evaluation phase.

- Adaptation and improvement of project and community initiatives as determined by results of monitoring and evaluation

- Repeat assessments at regular intervals during the project cycle, such as during significant changes like expansions: This allows for measurement of social, environmental, or economic changes and the extent to which they can be attributed to the project.

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Well-designed indicators are key

When creating your monitoring and evaluation framework, be sure to include indicators that are:

- Gender sensitive
- Linked to both local level and strategic gender targets
- Reflective of changes in the social status and roles of women and men
- Determined by the company and the community
- Inclusive of both qualitative and quantitative factors
- Reinforced by reliable data from the assessment phase, along with regular updates

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TOOL 3.15

Sample Indicators for Monitoring and Evaluating the Gender Mainstreaming of Infrastructure Companies' Community Engagement and Community Initiatives

» **GOAL:** Develop indicators to adequately measure and evaluate gender aspects of infrastructure projects and community initiatives

» **TARGET UNITS:** Community Engagement, in partnership with Independent Gender Expert

Table 3J provides examples of indicators to measure the gender sensitization of your community engagement activities and community initiatives. The indicators vary in scope, from micro-level changes easily attributed to your company's interventions to measures that assess larger, community-wide poverty metrics.

In designing your measuring instrument, try to keep your focus on indicators that measure changes directly attributable to your interventions. Otherwise, there is a risk of going too broad, which might yield a generalized assessment of the local poverty situation but not insights on the effectiveness of your specific engagement initiatives.

Note that the table references "participants" rather than "community members" as a way to define individuals in the community who participate in your company's initiatives.

TABLE 3J | Sample Indicators to Measure Gender Impacts of Community Engagement Initiatives

THEME	INDICATORS (Track data for men and women separately)
Women's Economic Development	• Percent of participants with bank accounts in their names • Percent of participants with access to loans, credit, and microcredit • Percent of participants who received loans in their name in the past six months by accredited banks or microcredit institutions • Ratio of female- to male-owned businesses • Percent of female participants with entrepreneurship/trade skills • Percent of female participants who own businesses • Percent of female participants who engage in income-generating economic/livelihood activities • Number of new community initiatives focused on women's economic development as a result of company activities • Number of sex workers (where applicable) who are newly registered or newly working as a result of company activities

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THEME	INDICATORS (Track data for men and women separately)

Women's Social Empowerment and Community/ Political Participation	• Level of satisfaction among women or women's groups with company approach to gender impacts
	• Number of participants involved in participatory monitoring
	• Percent of female participants in community leadership positions
	• Percent of female participants who participate in committees or working groups:
	  • Percent who report being actively involved in decision making and management after two years, as changed from baseline percentile
	  • Level of satisfaction after one year
	• Percent of female participants who participate in community- and household-level decision making
	• Number of female participants who speak during community meetings and consultations compared to male participants who speak— especially at meetings and consultations focused on decision making
	• Number of new community initiatives focused on women's social empowerment as a result of company activities
	• Change in percentage of community funds spent on services (as opposed to buildings or infrastructure) as a result of company activities
	• Change in percentage of community funds spent on projects proposed by women, compared to those proposed by men, or change in amount spent on women's services and needs as a result of company activities
	• Number of funding proposals for community projects suggested by female participants compared to those suggested by male participants

Land, Labor, and Assets	• Rates of unemployment and economic activity among participants • Prevalence of child labor in participants' families • Percent of participants with land or property titles in their name • Percent of local land or properties owned by female participants compared to percentage owned by male participants • Percent of participants who use/rent land or property • Percent of male and female participants who report reduced access to land used for agriculture or subsistence activities due to infrastructure project • Percent of male and female participants who report decreased revenue from agriculture or subsistence activities due to infrastructure project

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THEME	INDICATORS (Track data for men and women separately)
Education	• Percent of participants with access to formal education • Rates of enrollment, attendance, and completion of schooling at primary, secondary, and tertiary levels among participants • Adult participant literacy rates • If literacy training is offered, percent of participants who attend and percent who complete • Percent of participants with employment skills • Number of teachers funded as a result of company activities • Number of schools funded or built as a result of company activities • Percent of children participants who work but do not attend school

Health	• Life expectancy at birth for participants
	• Infant mortality rate among participants
	• Maternal mortality rate among participants
	• Percent of participants with access to healthcare and medical facilities
	• Time needed to travel for participants' maternal healthcare and labor
	• Incidence of infectious diseases and other health conditions among participants
	• Incidence of sexually transmitted infections among participants
	  • Percent of participants receiving treatment
	  • Percent of infected participants who are sex workers
	  • Percent of mother-to-child HIV transmission among participants
	  • Mortality rates of participants with HIV
	• Number of reported cases of participant sickness or respiratory illness caused by exposure to hazardous materials or pollution from large-scale infrastructure activities
	• Number of reported cases of participant injury and death due to traffic accidents; percent related to infrastructure company vehicles
	• Number of reported cases of participant illness due to hazardous materials exposure from small-scale mining activities
	• Number of reported cases of participant injury from small-scale mining activities; ratio of male-to-female injuries

Environment and Sanitation	• Average distance to sanitation facilities • Number of reported participant sanitation-related illnesses • Number of reported participant water-related illnesses • Ratio of girls to girls' toilets at each school • Ratio of boys to boys' toilets at each school

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THEME	INDICATORS (Track data for men and women separately)
Environment and Sanitation *(cont.)*	• Average distance and time required for participants to access clean water • Percent of participant homes with a water tap • Percent of female participants who report a reduction in access to clean water • Percent of participants with access to safe drinking water • Percent of participants with access to safe fuel • Time required for participants to gather fuel
Infrastructure and Electricity	• Percent of participants with access to safe transport and paved roads • Number of participant homes with electricity • Number of participant homes with adequate water and sanitation onsite • Percent of female participants who report an increase in access to electricity • Percent of female participants who report an increase in access to water • Number of trips taken per participant each week • Number of trips taken per participant each week, and purpose • Number of trips taken per participant each week, and mode of transport • Average distance traveled and trip duration by gender • Amount of participant time spent each week transporting goods to market • Amount of participant time spent each week collecting water

Safety and Violence	• Percent of female participants who report being victims of domestic or gender-based violence
	  • Percent of cases in police records
	  • Percent of cases in hospital/medical facility records
	• Number of female participants seeking safe haven
	• Number of female and child participants in safe haven
	• Percent of participants who are drug and/or alcohol users
	• Number of clinics, counseling centers, or other services to help victims of violence as a result of company activities
	• Number of clinics, counseling centers, or other services to help alcohol or drug users as a result of company activities

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THEME	INDICATORS (Track data for men and women separately)
Safety and Violence *(cont.)*	• Percent of police or local law enforcement trained in proper ways to respond to cases of domestic or gender-based violence as a result of company activities • Percent of infrastructure project security personnel trained to deal with safety/violence incidents in a gender sensitive manner as a result of company activities
Poverty and Vulnerability	• Participant poverty rate • Percent of participating households that are headed by a single woman • Poverty rate among female participant-headed households • Unemployment rate among female participant-headed households • Rate of child marriage among participants • Percent of child participants under 5 years of age in childcare programs • Number of participants (individuals and/or families) voluntarily leaving the community because of loss of land or housing, or rising costs of housing, food, or transport

BOX 3K | The Business Costs of Project-Related Gender-Based Violence in the Community: Lessons from The World Bank's Experience in Uganda

In 2015, a $265 million World Bank-funded project to improve the national road network in Uganda was cancelled following allegations of sexual abuse of minors by government contractors, among other problems. Two other projects were also suspended as a result, pending further investigation.

As this example shows, allegations of sexual misconduct and gender-based violence can have serious implications for projects funded by World Bank Group organizations. These behaviors violate World Bank Group Environmental and Social Safeguards and Performance Standards and can be grounds for project suspension or cancellation, even when subcontractors are responsible for the misconduct.[61]

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[61] World Bank, "World Bank Statement on Cancellation of the Uganda Transport Sector Development Project," News Release, December 21, 2015.

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TOOL 3.16

Community Scorecard Tool

» **GOAL:** To gather community perspectives on, and empower community members to make changes to, gender issues. (Can be used to evaluate other issues, and can be used for employees, or to evaluate services, for instance, in the community.)

» **TARGET UNIT:** Community Engagement

Scorecards (SC) are participatory monitoring mechanisms that can help companies to facilitate a participatory dialogue with communities. Scorecards are a process for gathering perspectives, as well as empowering participants to make suggestions for improvement and how to implement those suggestions.

Scorecards were developed in the public sector to support dialogue between public service providers and users, but they can be an effective tool in the private sector to help companies and communities understand each other's perspectives and priorities, and to develop collaborative, often low-cost solutions.

In a private sector context, scorecards can:

- Give companies and communities an opportunity to reflect on a given community issue
- Give companies and communities an opportunity to identify what positive community relations and development would look like, and ways to achieve those improvements
- Provide a forum for discussion and exchange between companies and communities, and an opportunity to use this forum to agree on changes
- Create a forum to monitor the extent to which changes have been implemented and to assess and collect feedback on the change process
- Strengthen buy-in, transparency, communication, and accountability between the company and community

What Do Scorecards Involve?

Generally, the scorecard process involves a series of focus group discussions (FGDs) in which different groups discuss and evaluate a set topic (for instance, 'gender equality in the community') by discussing and identifying what good performance on this issue means to them and coming up with their own specific indicators, and then rating their community accordingly. Once a range of FGDs have been conducted, participants from different groups come together to compare and discuss findings, and come up with a final agreed rating and plan for improvement.

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Scorecards have traditionally taken place in person, but in 2020, IFC began piloting virtual scorecards. This included a mix of virtual 'rooms'—including some participants who were able to gather in person, a remote facilitator, and some additional participants who were participating remotely from quarantine.

Scorecards are a good alternative to traditional surveys because they allow participants to define the metrics, rather than being limited to the questions being asked by assessors. Not only do they give management a more authentic view of what matters to participants, but they also invite them to come up with solutions. This can lead to more innovative ideas, as well as inviting investment in implementing their own suggestions. Scorecards are meant to be an iterative process that get repeated at six month or yearly intervals to track improvements and make any necessary adjustments.

Detailed Guidance on Implementing a Scorecard:

Below are detailed steps on implementing a scorecard.[62] Additional resources providing detailed implementation guidance can be found at the end of the section. The following steps are adapted from World Bank guidance.

1. **Preparation:**

a. **Identification of facilitators:** Trained facilitators are an important component of a successful scorecard. Facilitators may be external to the company, or internal facilitators may be trained. But it is important that facilitators are perceived to be impartial and able to conduct an objective and confidential (non-attribution of what happens within any focus group) scorecard process. Some companies may choose to have an external facilitator conduct the initial scorecard process, while simultaneously training internal facilitators for follow-up scorecards. To promote impartiality, internal facilitators should include both men and women, from both staff and management, working together for balanced facilitation.[63]

b. **Identification of subject and scope:** What will be the specific subject and scope of the scorecard exercise? It is important that the scope be clearly defined—too broad a mandate, and it will be difficult to narrow down criteria and recommendations. In the case of gender, sample subjects could be 'How can [company name] contribute to preventing GBVH in the community?' or 'How can the community development programs offered by [company name] serve to empower women and girls?'

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62 Based on World Bank, "How-To Notes, Rapid Feedback: The Role of Community Scorecards in Improving Service Delivery."
63 IFC has developed several additional tools on how to ensure that training and learning programs are gender inclusive. For additional reading on this, see IFC, *Gender Supplement: Guide to Training: Setting the Standard for the Design, Delivery, and Evaluation of Learning Programs in Emerging Markets*. Washington, DC: IFC, 2020. Also see IFC, Gender Responsive Training Methods: A Guidance Note, Washington, DC: IFC, 2021.

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c. **Stratification of participants:** Once the topic has been defined, identify key participant groups. In assessing gender equality in the community, for instance, it would be important to get both men's and women's perspectives. Groups can be formed based on other factors such as age, gender, economic status, profession, health status, minority status, and so forth.

d. **Preliminary information gathering:** Facilitators should make sure that they have current, up-to-date information regarding community relations policies and programs as well as social investment strategies, and if possible, gender-disaggregated data on the current gender equity status within the community. Having this information at hand will help facilitate discussions.

e. **Awareness raising:** Facilitators should coordinate communication with community members to ensure that staff are aware and informed about the upcoming scorecard process.

2. **Focus Groups:**

a. For each focus group, facilitators will ask participants to discuss and evaluate the company for the selected question. For instance, facilitators would invite participants to have a focused discussion around what gender equality in the community means to them, and how they define it. Participants will suggest criteria and then vote to identify their five to eight most important criteria upon which to evaluate the impact of the company. In the case of gender equality, for instance, sample criteria might include:

   i. Participation / inclusion of women and girls in community consultations

   ii. Encouragement of women's participation and leadership in community development committees

   iii. Availability of training opportunities for local women and girls

   iv. Availability of employment opportunities for women and girls

   v. Measures to prevent and reduce GBVH in the community

   vi. Development projects that are tailored to the needs of women and girls

b. Once criteria have been proposed and selected, participants evaluate how well the company is doing on each of these criteria, on a scale of 1 (Very Inadequate) to 5 (Very Good). Scores will be tabulated and an average score for each criterion calculated.

c. Once scores have been identified for each criterion, facilitators should encourage a discussion about potential solutions or ways to improve each issue. Ideally, solutions should focus on low-cost solutions, where feasible—for instance, identifying ways to change processes and policies rather than big infrastructural actions, like building new

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facilities. Of course, recommendations should reflect community priorities and needs, but a range of suggestions, including lower and higher cost items, can increase the likelihood that the company can agree on a range of recommendations to implement.

d. Focus groups will be replicated among various community groups and also with the company team that is in charge of community relations. Within the company, the discussion—identifying criteria and voting on corporate performance—will serve as a reflection and evaluation of its own performance, as well as a broader discussion about the topic (for example, what makes gender-responsive community engagement).

FIGURE 3B | Sample Scorecard Focus Group Recording Template

| | SCORES | | | | | STRENGTHS/ WEAKNESSES | PROPOSED ACTIONS FOR IMPROVEMENT |
CRITERIA	5 Very Good	4 Good	3 OK	2 Inadequate	1 Very Inadequate		
1. Encourage women's participation							
2. Measures to prevent GBVH							

3. Exchange Meeting:

a. Once both community and company focus groups have been conducted, the next step is to bring together representatives from both sides in an 'exchange meeting.' In this meeting, representatives from each focus group should have the opportunity to present their criteria and rating, as well as proposed recommendations.

b. The exchange meeting discussion should lead to a final recommended action plan that can be agreed upon by representatives of both the community and company. A sample action plan is included below.

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FIGURE 3C | Sample Scorecard Exchange Meeting Action Plan

Proposed Actions	Who should lead on making changes?	Who should support work on changes?
1. Community consultations are carried out with a gender balance of minimum 40% women, and there are also separate consultations with women and girls	Company	• Community leaders • Women's cooperatives
2. Special transport provisions and childcare are offered to women who come to community consultations to facilitate their participation	Company	• Community leaders • Women's cooperatives
3. The grievance mechanism includes clear provisions to respond to any cases of GBVH. It is made available in the local language(s) and is also shared in community meetings that include at least 50% women.	Company	• Community leaders • Community Development Committees
4. Women can make complaints through communication channels that are adapted to their needs, and they can report to female officers	Company	• Community leaders • Community Development Committees
5. The company actively prevents GBVH against women and girls in the community through sensitization campaigns targeting both community members and company/EPC employees	Company	• Local service providers • Women and youth associations • Community leaders
6. The company supports local vocational training facilities to offer scholarships for girls	Company	• Training facilities • Youth associations
7. The company's community development project to support economic empowerment of youth includes girls in a meaningful way by tailoring activities to their specific needs and training both boys and girls on gender equality and sexual and reproductive health	Company	• Local service providers • Women and youth associations • Community leaders • Families of the youth

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4. Follow-up:

Following the scorecard, it is key that there are clear lines of accountability and action to ensure that the recommendations are followed up and acted upon. Scorecards should be followed up at agreed intervals, for instance, every six months or year. The power of the scorecard is in the participant ownership and its ability to change the corporate environment, as well as participant satisfaction by giving them a voice and stake in improvements. To capitalize on this, there needs to be clear and sufficient follow-up on the recommendations, as well as a follow-up scorecard to capture change over a prescribed period of time.

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Selected Resources for Further Reading

Terms of Reference for Independent Gender Expert

- Regional Association of Oil and Natural Gas Companies in Latin America and the Caribbean (ARPEL), "Terms of References for a Gender Sensitive Rapid Rural Appraisal in The Oil and Gas Industry" in *Guidelines for the Implementation of Gender Policies and Strategies*, Montevideo: ARPEL, 2004.

- World Bank, "Sample Terms of Reference (ToR) For Conducting Gender-Responsive Social Assessment" in *Gender-Responsive Social Analysis: A Guidance Note: Incorporating Social Dimensions into Bank-Supported Projects*, Washington: DC, World Bank, 2005.

- World Bank, "Element 3: Translate Commitment into Action" in *Gender-Sensitive Approaches for the EI in Peru: Improving the Impact of Women in Poverty and their Families: Guide for Improving Practice*, Washington, DC: World Bank, 2011. (This guidance provides recommendations for hiring a gender champion and gender team, including ideal roles, tasks, and skills required.)

Baseline Community Assessments

- World Bank, *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*, Washington, DC: World Bank, 2012. (NOTE: Although this resource is specific to gender in artisanal and small-scale mining, it provides detailed guidance on methods of data collection that would be highly useful in the context of this toolkit as well.)

- World Bank, Guidance Notes 1-6 in *Gender-Sensitive Approaches for the EI in Peru: Improving the Impact of Women in Poverty and their Families: Guide for Improving Practice*, Washington, DC: World Bank, 2011.

Gender Impact Assessments

- International Council on Mining and Metals, "Tool 12: Social Impact and Opportunities Assessment" in *Community Development Toolkit*, London: ICMM, 2012.

- Hill, Christina; Madden, Chris; and Collins, Nina, "A Guide to Gender Impact Assessment for the Extractive Industries," Oxfam: Melbourne, 2017.

- O'Faircheallaigh, Ciaran, "Shaping projects, shaping impacts: community-controlled impact assessments and negotiated agreements," *Third World Quarterly*, 38:5, 1181-1197, 2017.

- Oxfam America, "Community-Based Human Rights Impact Assessment: The Getting it Right Tool."

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Grievance Mechanisms

- IPIECA, *Community Grievance Mechanisms Toolbox*.

- Corporate Social Responsibility Initiative, "Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders," Cambridge: Harvard University: 2008.

- IFC, "Good Practice Note: Addressing Grievances from Project-Affected Communities: Guidance for Projects and Companies on Designing Grievance Mechanisms," Washington, DC: IFC, 2009.

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- World Bank, *Extracting Lessons on Gender in the Oil and Gas Sector,* Washington, DC: World Bank, 2013.

- Compliance Ombudsman Advisor (CAO), *Grievance Mechanism Toolkit: A Practical Guide for Implementing Grievance Mechanisms in Different Sectors*, World Bank Group, 2016.

- UN Global Compact, *Human Rights and Business Learning Tool*, Geneva: Office of the United Nations High Commissioner for Human Rights, 2018.

Gender-Sensitive Indicators

- Canadian International Development Agency, *A Project Level Handbook: The Why and How of Gender-Sensitive Indicators*, Gatineau: CIDA, 1997.

- Golla, Anne Marie; Malhotra, Anju; Nanda, Priya; Mehra, Rekha, *Understanding and Measuring Women's Economic Empowerment Definition, Framework and Indicators*, Washington, DC: ICRW, 2011.

- Kemp, Deanna and Keenan, Julie, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, Melbourne: Rio Tinto, 2010.

- Minerals Council of Australia, Voluntary community investment: A strategic approach that incorporates gender: A toolkit for the extractives industry, Sydney: MCA.

- Montaño Sonia, "Gender Indicators and Statistics in Latin America and the Caribbean," Santiago: United Nations Economic Commission for Latin America and the Caribbean, 2005.

- World Bank, Integrating a Gender Dimension into Monitoring & Evaluation of Rural Development Projects, Washington, DC: World Bank.

More Resources

- Eftimie, Adriana; Heller Katherine; and Strongman, John, *Gender Dimensions of the Extractive Industries: Mining for Equity*, Washington, DC: World Bank, 2009.

- IFC, *A Strategic Approach to Early Stakeholder Engagement,* Washington DC: IFC, 2015.

- IFC, *Projects and People: A Handbook for Addressing Project-Induced In-Migration,* Washington, DC: IFC, 2009.

- IFC, *Strategic Community Investment: A Good Practice Handbook for Companies Doing Business in Emerging Markets,* Washington DC: IFC, 2015.

- International Union for Conservation of Nature and Natural Resources – IUCN, *Gender-responsive restoration guidelines: A closer look at gender in the Restoration Opportunities Assessment Methodology*. IUCN: Gland, Switzerland, 2017.

- Macdonald, Catherine, "Working Paper: The Role of Gender in the Extractives Industries," Helsinki: UNU-WIDER, 2017.

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- Human Rights in ASEAN, "Thailand: Ongoing Judicial Harassment against Members of the Khon Rak Ban Kerd Group (KRBKG)," July 13, 2017.

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- ILO, "A Conceptual Framework for Gender Analysis and Planning," International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team Online Gender Learning and Information Module.

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